



lina Mikkola

**DEVELOPING ME2WE FINLAND LTD.'S PLATFORM THROUGH SERVICE
DESIGN**

**DEVELOPING ME2WE FINLAND LTD.'S PLATFORM THROUGH SERVICE
DESIGN**

lina Mikkola
Thesis
Spring 2014
Business and Information
Administration
Oulu University of Applied Sciences

TIIVISTELMÄ

Oulun ammattikorkeakoulu
Liiketalouden koulutusohjelma, Markkinointi

Tekijä: Iina Mikkola

Opinnäytetyön nimi: Developing Me2we Finland Ltd.'s platform through service design

Työn ohjaaja: Helena Ahola

Työn valmistumislukukausi ja -vuosi: Kevät 2014

Sivumäärä: 73

Erilaisten digitaalisten palveluiden käyttö on nykyään yhä yleisempää. Tuotteista, palveluista ja yrityksistä on saatavilla valtava määrä tietoa asiakkaille, jonka vuoksi he ovat tulleet entistä kriittisemmiksi tarjonnan suhteen. Asiakasymmärrys on ottanut entistä tärkeemmän roolin nyt kun yritykset ovat alkaneet panostamaan online-palveluihin. Kun yritykset kehittävät online-palveluitaan, toimivuuttaan, navigointiaan ja tiedotustaan, asiakkaat saavat kattavamman palvelukokemuksen.

Me2we Finland Oy keskittyy projektinhallintaan joukkoistamisen kautta. Opinnäytetyön tarkoituksena on kuvata Me2we Finland Oy:n palvelupolku ja tuoda esiin palveluprosessin kriittisiä kohtia opiskelija-asiakas näkökulmasta palvelumuotoilun menetelmiä käyttäen. Palvelupolulla tarkoitetaan tässä yhteydessä asiakkaan vaiheita palvelukokemuksen aikana sisältäen koko prosessin. Digitaaliset palvelut kattavat suuren osan palvelualasta nykypäivänä ja sitä hyödynnetään tässä tutkimuksessa sovellusalustan kehityksessä. Tutkimuksen sovellusalusta on asiakkaan ainut palvelukanava palveluprosessissa.

Palvelupolku ja asiakasnäkökulma on visualisoitu hyödyntämällä palvelumuotoilumenetelmiä, kuten arvolupausta, palvelusuunnitelmaa ja palvelupolkuja. Näiden menetelmien rinnalla on hyödynnetty liiketoimintamallia kohdeyrityksen nykyisen tilan havainnollistamiseksi. Menetelmiä käytettiin kuvaamaan asiakkaan vaiheita, joita asiakas käy läpi palvelun aikana. Nämä toimenpiteet on järjestetty hyödyntäen kosketuspintoja ja palveluhetkiä, jotka sisältävän vuorovaikutuksen asiakkaan, alustan ja yrityksen välillä. Työpajan järjestäminen mahdollisti palvelupolun läpikäynnin potentiaalisten asiakkaiden kanssa ja selkeytti asiakasnäkökulmaa. Palvelumuotoiluprosessi hyödynsi viittä vaihetta sisältäen asiakasnäkökulman sovellusalustan käytön parantamiseksi.

Digitaalisen palvelupolun kuvaus yrityksen sisäisten prosessien tulkinnan kanssa mahdollistaa sen kokonaisvaltaisen visuaalisen kuvauksen ja tuo esiin prosessin kriittiset vaiheet helpossa muodossa. Asiakasosallistumista hyödynnettiin palvelun kehityksessä työpajan avulla ja aineisto kerättiin havainnoimalla. Palvelun vaiheet voidaan esittää ja arvioida yrityksen sisällä ja sisällyttää ne näkyväksi osana yrityksen toimintaa. Palvelumuotoilu mahdollistaa asiakkaan saataviin enemmän tietoa ja siten vähentää räätälöinnin ja henkilökohtaisen ohjauksen tarvetta palvelussa. Jokainen kosketuspinta palvelussa sisältää riskejä. Palvelupolku ja palvelusuunnitelma paljastivat muutamia kriittisiä kohtia, jotka vaikuttavat koko palveluprosessin menestykseen.

Avainsanat: palvelumuotoilu, palvelupolku, digitaalinen palvelu, sovellusalusta, palvelusuunnitelma

ABSTRACT

Oulu University of Applied Sciences
Business and Information Administration, Marketing

Author: Iina Mikkola

Title of thesis: Developing Me2we Finland Ltd.'s platform through service design

Supervisor: Helena Ahola

Term and year when the thesis was submitted: Spring 2014 Number of pages: 73

The use of digital services today has become more and more common. There is a huge amount of information available about products, services and companies for consumers and thus they have become more critical towards information they are offered. Understanding customer need has become more essential when companies have begun to invest in online services. When companies start to put effort on improving online services, their functionality, navigation and information output, customers can have more complete service experience.

Me2we Finland Ltd. focuses on project management through crowdsourcing and is the case company in this thesis. The purpose of this thesis was to illustrate Me2we Finland Ltd.'s customer service path and bring out critical points from student-customer perspective by using service design methods. The service path in this context means the steps the customer makes during the service experience, covering the entire process. The use of digital services has become a big part of service industry and it is used in this thesis as a way of utilizing the web site. The platform is used as the only option for customer service in the service process.

Customer journey and customer perspective was visualized by utilizing service design methods, such as customer journey and service blueprint and value proposition. Alongside of these methods, business model canvas was used to finding out case company's current status. The methods used created a description of steps the customer takes while using the service. These steps were arranged through touchpoints, which include the interaction between the customer, platform and company. A workshop was organized for going through the customer journey with potential customers and for clarifying their viewpoint. This thesis followed a five-stage service design process and involved customer viewpoint in order to improve platform's usage.

It can be concluded that describing the digital service path and adding company's processes enable presenting the path visually and its critical steps in an easy format. Customer participation in the development process was involved through a workshop, then analyzed by observing. The service phases can be presented internally in the company to evaluate and improve the phases to incorporate them as a visible part of company operations. Service design basically enables customer to have more information available and thus might reduce the need for customization and personal guidance of service. The researcher realized that every touchpoint of the service path has risks. Customer journey and service blueprint revealed few critical points that effect on the success of the whole service process.

Keywords: service design, customer journey, digital service, platform, service blueprint

REFERENCES

1	INTRODUCTION	6
2	SERVICE DESIGN AS A DEVELOPMENT TOOL	10
2.1	Definition of service design.....	10
2.2	Customer orientation in service design	11
2.3	Objectives and process of service design	14
2.4	Marketing as a part of service design.....	17
3	DIGITAL SERVICE	19
3.1	Crowdsourcing.....	22
3.2	Design in digital services	24
3.3	Digital marketing channels	24
4	DATA COLLECTION AND ANALYSIS METHODS	27
4.1	Observation	27
4.2	Workshop	29
4.3	Funnel analysis.....	31
5	CASE DESCRIPTION.....	33
5.1	Me2we Finland Ltd.	33
5.1.1	Management consulting	34
5.1.2	Case company's platform.....	37
5.2	Findings.....	39
5.2.1	Business model canvas	39
5.2.2	Value proposition	41
5.2.3	Customer profile	45
5.2.4	Customer journey map.....	45
5.3	Service blueprint.....	50
5.3.1	Touchpoint	50
5.3.2	Service moment and service path.....	52
6	CONCLUSIONS.....	56
7	DISCUSSION.....	65
	REFERENCES.....	69
	APPENDICES	

1 INTRODUCTION

The importance of growth in services has been a key factor in guiding business development in the western world. Consumers spend an increasing proportion of their income on services. On the other hand also larger parts of the companies' final products are services. (Metsä-Tokila 2011, 9.) Economic conditions have profoundly altered in western industrial countries. A fundamental change to an information and service-based economy is discernable. Earlier investments within research and design belonged primarily to the manufacturing industry. Production processes were optimized, product development was innovative and market research, marketing and design of products were investment targets. This situation is gradually changing. Design targets now to the intangible products that are useful and desirable from the customer's point of view but at the same time different and efficient from the provider's side. Service designers watch and construe behaviors and needs whilst transforming them into potential future services. They create solutions through visualization, formulization and choreograph that are innovative and not yet available. Service design can also be about designing an existing service and it can be just as much a challenge as developing a new innovative service. (Service Design Network 2014, cited 13.1.2014.)

Service design has increased its recognition worldwide during recent years. Discussions about service design have been closely linked to business value, due to results and evaluations. Companies have also applied it as a process even without thorough competence in design being involved. Methods of service design are being used as a commodity in marketing. Sufficient results of the acceptance of the approach can be seen in the methods and tools it entails, even though it's still emerging approach and is just developing (Service Design Network 2014, cited 15.1.2014).

Technological and social transition pace is only accelerating and the society is developing more rapidly. While work life's pace of change is accelerating, it creates challenges towards availability of labor. Especially the specialist sector has emphasized more on project-like qualities, thus signing permanent employment contracts may reduce, because continuous co-operation negotiations and layoffs are exhausting. Companies' requisites to provision of jobs range a lot. Practice of specialist banking system - in which the organization would take care of certain talents without having an employment relationship with the enterprise in need of talent - could be one

solution. Companies could have the access to up to date knowledge through this kind of banking system. (Laakso 2014, cited 15.1.2014.)

Rapidly changing business environment brings new challenges and opportunities to companies that are ready to respond to change. Due to the pace of the change continuous development plays a key role. Innovation has arisen as a significant competitive factor. Companies need continuous development for achieving growth, for product and service development and for their commercialization, for internationalization and for creating successful organizational structure. Though responding to change keeps the company moving, the most successful companies have acted as the motors of change, those companies that have been able to take the development to the next level. Business operations are increasingly being based on knowledge and its management. The amount of information emerging is growing so fast that companies need new ways of thinking. (Ojasalo, Moilanen & Ritalahti 2009, 13.)

The purpose and reason for this thesis starts mainly from the topicality and the interest to the subject itself. These days service processes and digitalization of them has developed and changed so profoundly that it has altered the traditional rules of marketing and mainly this has happened due to the change in customer behavior and demand. The Finns have changed their purchasing behavior slower than the rest of Europe, but generally the physical stores are being used as a showroom for products that eventually are purchased online. (Kasvi 2014, cited 13.1.2014.)

Me2we Finland Ltd. is a newly initiated B2B company that solves projects through crowdsourcing. The service design process in this thesis concentrates on the platform that is the center of interaction between parties. It connects companies, institutions and talents all around the world. The platform is the equipment where the projects initiate and are mainly being worked on in the beginning. Also it brings revenue to the case company by forcing companies to buy access.

This thesis' research strategy uses development study, also defined as a case study, which is a form of qualitative descriptive research. Case study can rely on qualitative or quantitative evidence, but in this case the weigh is more on qualitative side. In this case study the research looks into the company as a whole and a customer segment, which is the individuals that use the platform in question. Also companies' viewpoint is being looked at from the talent's side. Data is collected through direct observations in a workshop. There are several research methods used in

this case study. One method is service blueprint, which is a method used to get specified outlook on the service experience through opening and specifying the customers experiences throughout the service path. In order to get a clear outlook on the business the thesis defines the components through business model canvas, which clarifies the main components of the business and customer journey canvas will define the components the service itself possesses. Funnel analysis helps to identify the problem areas in the platforms flow. The research uses qualitative analysis and will consist of theme observation with workshops.

The research question is formed as following: How service design can be exploited in case company's platform's customer experience from student point of view and what results can the researcher get by implementing service design methods to customer journey? Sub-questions in this research are formed as following:

- What is service design and what are the stages of service design and what kind of methods can be used in getting customer understanding?
- What kind of service design tools can be used in developing digital services of the case company?
- What are the specific features of the crowdsourcing-based digital service of Me2we Finland Ltd.?
- What is the potential customer profile like and what are the expectations of students regarding service provider's service in all stages of the customer journey?

Case study generates information about the current phenomenon taking place in real life situations, but the subject is limited to regard only specific situations without including external influences. It strives to produce in-depth and detailed information about the specified case examined. This works especially well in a case where the components are comprehensively described in a realistic operating environment. A case study gives room for the diversity of the phenomenon without trying to simplify it too much. (Kananen 2013, 54–55.)

Case study is the collection and presentation about the accounts of subjects themselves. The starting point of a case study is in the tradition of specific research. The data is collected using participant and direct observations, interviews, tests, examination of records etc. This form of a qualitative descriptive research looks intensely at the target, drawing conclusions that only apply to that individual or group in that specific context. Researchers don't take universal, generalizable

truth or cause-effect relationships into consideration; instead emphasis is placed on exploration and description. (Writing@CSU 2014, cited 1.2.2014.)

The base on qualitative research is characterization of real life events. Qualitative analysis methods focus on discretionary specimen rather than one sample. Qualitative research involves the analysis of unstructured data, like audio recordings and open-ended survey responses. Usually qualitative research interviews selected individuals and the questions are open or theme based. Interpretation of the results is divided to the research process as a whole, without picking up certain small details. (Virsta 2014, cited 15.1.2014.)

In qualitative research the background theory is necessary as a starting point to the interpretations, but these theories are not written in stone. Instead if interpretations refer differently, new theory can be created based on the material. A framework needs to be defined in order to outline the phenomenon being viewed. Case study is an empirical study that uses information gathered in multiple ways to analyze a certain event or action in a certain restricted environment. The study seeks to obtain the most comprehensive, detailed and accurate description. (Virsta 2014, cited 15.1.2014.)

Reporting the work and the working process itself intends to describe it in logical progression by introducing the purpose of the research and the collaboration organization after mapping the theory part of service design and digital service. The theoretical framework includes theory of service design, its features, digital service and its progress into today's world. Theory of qualitative research and case study research method is introduced prior to concrete results. The final sections include analyzing the results, building service blueprint out of the findings and mapping the concrete development ideas customer viewpoint has brought out.

2 SERVICE DESIGN AS A DEVELOPMENT TOOL

Designing services is seen as an expense in the eyes of managers, since the benefits of good service and its connection to profit and smaller expenses is hard to directly indicate. These days design concentrates on intangible products and services seek to create value and add interest through visualization and formulization. Also the importance of picture is highlighted in communication these days. Service design has been noted by organizations during recent years and methods of it are being used extensively in marketing.

“Service design helps to innovate (create new) or improve (existing) services to make them more useful, usable, desirable for clients and efficient as well as effective for organizations. It is a new holistic, multidisciplinary, integrative field”. (Moritz 2005, Executive summary.) There are variable methods in service design that develops customer experience. All the different methods take the customer point of view under observation. What most methods have in common is their innovative approach and that they can be altered depending on how the process proceeds. Service design benefits from customer participatory methods. Workshops, customer satisfaction inquiry, benchmarking, observations and theme interviews are few of many methods familiar in service design. The methods used in this research are unveiled in chapter 5.

In the following chapters service design is first defined in order to get a clear view on it since the term itself is very wide. After that the customer orientation's importance, service design's objectives and commonly known service design process are explained. Beneficial features service design possesses and its usage in marketing are presented after that.

2.1 Definition of service design

Service design is relatively new and still developing method in the business sector. Service design is innovating, developing and organizing the service with methods familiar to design. The user of the service is the centre of the design process and the aim is to produce the most positive customer service experience as possible. The goal of service design is to produce a service ensemble, which is desirable and usable from the customer's perspective and efficient and recognizable from the provider's point of view.

Service design focuses on organizing and planning components of service. These components can be people, infrastructure, communication and material components. The ideal design of the service is customer oriented but also supports the company's financial needs. The service design methodologies' purpose is developing the design according to the needs of customers so that the service operates smoothly and is user-friendly, competitive and relevant. (Service Design Network 2014, cited 13.1.2014.)

In order to get a clear view of service design thinking, here is established five principles framework of service design thinking. First one is user centered. It means that the service should be experienced through customer's eyes, not only statistical data about company's customers. Second principle is co-creative, which consists of working with all the stakeholders in order to come up with better and more customer centric processes. It is needed to remember that the customer is the most important stakeholder, so basically customer is taking as part of the development processes in service design. Third principle is about sequencing. It's focusing on how the rhythm of the service impacts the mood of the customer. Evidencing is about making customers aware of intangible services. For example the chocolate on customer's bed in hotel room sends the message that the hotel maid service has been there. Last principle is holistic. It is about keeping the mood and feelings of the customer in mind throughout the service journey. (O'Brien 2011, cited 14.4.2014.)

2.2 Customer orientation in service design

Customer orientation became known in Finnish companies in the 1980's, when it was accompanied by the arrival of service management and quality thinking. Fulfilling customer's needs became the practical definition of customer orientation. Change from product into customer-oriented approach requires an understanding of what customer is experiencing, the value of the transaction and how it happens. Service features in itself doesn't bring value to the customer, but benefits produced, consequences and impact on customer's own objectives are the factor that generate value. Value arises when the service provider and the client participate in co-creation of value. The value is not given or unilaterally produced, but it arises as a result of common process. For the service company this means that the customer participates in creating the value but also estimates the results. (Arantola & Simonen 2009, 2.)

Often companies try to please the customer in any way they can and fulfil their all needs. As a result to this the service spectrum widens too much and the customer gets free service because all the services that the company provides are not priced. One solution is to form close partnerships with selected customers, which basically means high involvement relationships. These partnerships require greater transparency and common vision, through which innovating along with the value of production has been able to execute. (Ibid. 8.)

These previously mentioned high involvement customer relationships can be seen in act in the case company's performance. The case company has been creating relationships with companies and public institutions in order to increase its customer base and create demand through project solving in different courses in schools. Even though the platform isn't launched yet, the already developing business relationships create a need for the platform. Also these projects are used as a marketing method: students that participate are the future talents in the platform, companies are the future customers and public institutions help with networking. Like previously it has been brought out that service design also is about developing the service to answer to customer's need and bring profit to the organization.

The company should explore how services offered for unprofitable customers are built, what parts of service experience and service levels are critically important and what customer is actually paying for. This reflection has an effect on the pricing as well as on the service properties. Services can be targeted more to those whose profitability will take the higher level of service. Conversely, targeting services can have a direct impact on improving the case company's profitability. Customer profitability can be assessed from the following aspects:

- The customer relationship is unprofitable, because besides the product the customer is receiving additional service that doesn't produce value. Instead it produces costs for the company providing the service. In such situation it is necessary to review the services provided by the overall benefits and to optimize the service structure.
- Value to the customer is based on a specific business capability. From the customer profitability point of view, it is necessary to check what is actually sold, the time of delivery, or delivery time.

- Value for the customer is associated with good customer service, which is not perceived as a service. In such situations, it is necessary to make services and their costs visible to the customer and price services accordingly. (Ibid. 8.)

Customers are different, but they often are in very similar situations. Identifying these situations is commonly used as an aid for need segmentation, since many of the service needs has a direct link to the situation: for example, demand to internationalize. Different situations are repeated in similar ways for several customers, regardless of what the client's characteristics are. (Ibid. 13.) Service design aims to identify these similar situations and develop the service path that majority of customers use.

Understanding the clients' situations at different levels may be the basis for development and pooling the service offering in a way that fits customers' view of its service needs. It can be used to understand the factors that affect decision-making and who are the decision-makers. In table 1 the different situations are provided starting from the individual's situation towards society's situations. Customer's motives and role needs to be supported. Function situations can be for example change in organization. These kinds of situations are an opportunity to create value, since rarely these days organizations stay in static mode. Changes in company's situations create a complete transition to the company. Change is constant in ecosystems and this offers the opportunity to create value. At the societal level, it is important to identify mega trends and their discontinuities. Also such things as legislation and anticipation of it are important. It is essential for the company to understand its client companies for these situations because they may open new markets, or even give the chance to change the service's requirements and directives. Understanding the clients' situations thus forms a sort of lens, through which it is possible to identify opportunities for business customers. (Ibid. 13–14.)

Table 1 Situations that effect on decision-making (Arantola & Simonen 2009, 13).

Situations	
1.	Personal circumstances
2.	Function circumstances
3.	Company's circumstances
4.	Industry's circumstances
5.	Society's circumstances

Because the case company is newly initiated it has a small customer base that continuously grows and customer segmentation is simple. When the company grows and evolves, it would be beneficial to improve these customer segmentations more detailed, since customer base is clearer. Company should seek to find customer segments that produce value in different ways. This way the customer base can be grouped into segments with innovative and in a way that differentiates the company from its competitors.

All companies always have data on their customers. From customer information there can be collected quite a lot of information about the customer understanding and this way develop the service. This information should be constantly observed and collected in order to being able to benefit from different kinds of customer behavior. Different sources are enormous and processing these sources is a time consuming process. The intended construction of customer insights and its more systematic usage starts with understanding the multidimensional nature of customer perception and recognition of customer value. Second, the company should have an idea of methods and tools that help collect, transfer, store and create customer understanding. (Ibid. 33.)

2.3 Objectives and process of service design

The goal in service design is to arrange and design the interaction between service provider and end-user with the help of creative methods and processes. Service designers create innovative systems so that their clients can deliver the best services and get their resources to optimal use. (DesignThinkers Group 2009, cited 10.1.2014.) Service design's central core issue is the balance between customer value and business value. If the customer doesn't feel like he has received any value from the service or the solution, he won't buy the service. On the other hand if the production of service doesn't bring value to the service providing organization, then the service won't stay on the market, because its production isn't profitable and the operation isn't viable. (Service Design Toolkit 2014, cited 1.3.2014.)

“Service designers use methods where the user is enabled and has the power to influence a service design process. Co-design work is carried out on a regular basis, and new innovative methods are developed to allow inclusion, creativity and engagement” (Miettinen 2013, 7).

Working process is illustrated by using the Stefan Moritz's service design process diagram. It demonstrates the process as a six-stage model (Figure 1). It divides the process into smaller parts, which are therefore easier to follow, covering the entire process of the arc. The six stages are: understanding, thinking, generating, filtering, explaining and realising. To the figure 2 there has been added essential processes and stages considering this thesis. It gives a meaning to each process and stage in this case study. Moritz's service design process is used only to demonstrate the different stages. The service design process used in this research differs a little from Moritz's. The process used is presented next through five different stages. The stages can be easily connected to Moritz's service design process, since almost all processes of service design are quite similar to each other.

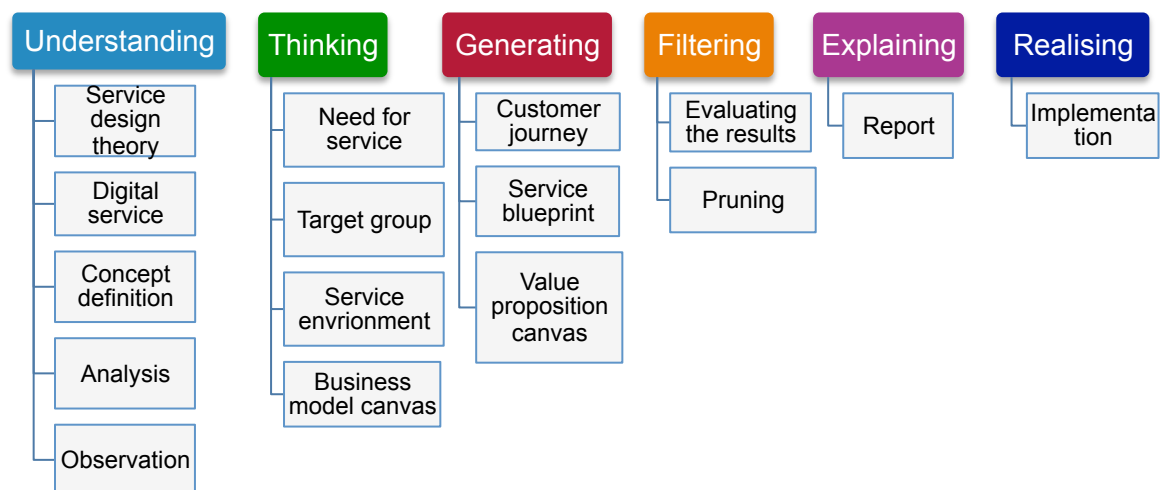


Figure 1 Stefan Moritz's (2005, 123) service design process applied.

The essence is to identify the organization's reality, current state and the target state. Designing the service to achieve these realities is appointed to strengthen the organization's everyday success, meaning sales, and long-term goals, as in strategic direction. Developing and innovating service is approached analytically and intuitively. Analytical approach covers logical chain of reasoning and intuitive approach is based on experience and anticipation. (Service Design Toolkit 2013, cited 1.3.2014.)

One objective of methods in service design process consists of five different stages. The process starts with discovering and researching into the organization's goals and its characteristics. Identifying the organization's vision, mission, culture and the existing services helps to set the

premise for the following stages. Customer's needs and targets of value need to be discovered. The company has to know what the key indicators are that guide the decision-making. In order to discover the organization's current state, experiences from the end-users might come in handy, hence this thesis uses customer journey canvas. (DesignThinkers Group 2009, cited 10.1.2014; Jyväskylän ammattikorkeakoulu 2009, cited 26.2.2014.)

Concepting exploits the relationship with the customers through developing ideas and products with the clients. Different kinds of workshops and brainstorming develop the product in a way that its usability is more relevant to the end-user. In this phase new alternative service concepts are created. Participation of employees and customers is highly recommended and using different kinds of development and design methods help to build the optimal and innovative service models. The third stage of the service design process is the actual designing. Going through the organization's website or face to face service with concentrating on customer's touchpoints helps to develop the service system and brings out the problem areas and development targets of service. Here the service prototypes are compared to the current service strategies and the customers are accepting the prototypes. The tool meant for going through the service path and touchpoints of service and finding the development areas is called service blueprint. (DesignThinkers Group 2009, cited 10.1.2014; Jyväskylän ammattikorkeakoulu 2009, cited 26.2.2014.)

The next stage consists of building all the touchpoints and making the service path flow fluent. In this phase organizational skills and process-specific expertise is needed. The most important tasks in this phase are designing organization's processes without forgetting the external and internal communication. This stage may include the location, platform, training people or even media. Developing a marketing and communication strategy deals closely with building the customers service path. Already tested and ready to use processes are implemented in this stage. The last and final stage is implementing the process and making it available to customers (figure 2). The goal is to create a highly competitive service organization and happy customers (DesignThinkers Group 2009, cited 10.1.2014; Jyväskylän ammattikorkeakoulu 2009, cited 26.2.2014.)



Figure 2 Service design process stages

Even though service design's benefits can't be directly linked to profits, it is very useful for organizations. Service design helps to produce, develop and test ideas that are exported to the markets by service organizations. With few simple questions, it is easy to find out whether service design is useful to the organization:

- Do you know who your customers are?
- Do you take under consideration the whole process when designing service experience?
- Do you look into the service experience on regular basis from the customer's perspective?
- Have you localized the service to respond different customer segment's needs in order to also address the involvement these different relationships need?
- Has your organization determined the persons in charge for innovation, customer experience and for monitoring the outcome? (Jyväskylän ammattikorkeakoulu 2009, cited 26.2.2014.)

These are few of many questions that determine whether service design would be beneficial to execute in the organization in the near future. The most beneficial feature that rises above all else is the fact that service design offers the possibility to enable for the customer to have more information available and thus enable reducing the need for customization and personal guidance of service.

2.4 Marketing as a part of service design

Perhaps most disturbing and disquieting was the artificial distinction made in the lexicon of marketing between goods marketing and services marketing, based on the notion that

services are intangible, heterogeneous, inseparable and perishable and, generally, what goods are not (Lusch & Vargo 2012, 194).

As the previous quotation refers, the difference between marketing goods and marketing services is quite tremendous. The basic and old assumptions of marketing theory that are based on marketing goods don't necessarily apply to marketing services. This can be explained with the realization that marketing services is relatively new concept and new ways of marketing need to be considered. Service design can be closely associated with marketing, because its goal is to make the service more attractive to the customer, just like in case of marketing.

It has been noticed that competitive advantage can be enhanced through service and there are significant evidence that share of service orientated business is increasing. Effective competing through service has to involve the entire organization. (Lusch, O'Brien & Vargo 2007, 5.) The knowledge and understanding of the services in customer's everyday practices are key cornerstones of successful businesses in all service developing companies regardless of the industry (Arantola & Simonen 2009, Esipuhe).

Since markets are adaptive, the processes need to be understood. Firstly the role and character of market practices and how they emerge and are shaped need to be identified. Also a broad research of opportunity concerns market multiplicity, how market interpretations converge in markets and how multiple enactments of markets align in market practices. In network the actors create their own context and environment. In this case it might be useful to see the markets as product of network between actors interactions. Thus the networks that are created to integrate resources are always different from the market resources that firms offer. Perhaps the market should be seen as the product of network of resource integrating actors. (Lusch & Vargo 2012, 197.)

3 DIGITAL SERVICE

Digital technology has opened new channels for exchanging goods. It provides an unimaginable quantity and quality of information to the customer in an easily accessible form (Vijay & Wind 2001, 3). The Internet provides new business opportunities and when the customer behavior change, the Internet creates greater customer value. The online entrepreneurs have turned challenges of demand into moneymaking opportunities. Technology has changed the relationships between service providers and customers; therefore it also represents new possibilities with challenges. Physical boundaries do not exist and networks make it possible to produce the service in countries with cheap labor. Online services are quick and easy to copy, thus it requires constant developing. (Moritz 2005, 26.)

Digital service defined in most simple way means any kind of transaction or delivery through information infrastructure. Most commonly the exchange of digital services and goods happens through Internet. Transition to digital distribution is more than a technical solution for content distribution. It allows content producers to position themselves better in the value chain and achieve higher return than traditional distribution models allow. (Argillander, T., Kalli, S., Martikainen, V., Muikku, J. & Tuovinen, T. 2012, 9.) Digitalization has brought new channels for influencing, which has increased consumers' authority in digital services. Consumers also want to influence and contribute more to the development of products and services, thus service design is very current subject that takes into consideration consumer's point of view and experiences. (Ibid. 10.)

Digital business calls into question the traditional value chain. It creates its own value chain that manages the information and relationships that support activities in the digital economy. There are five elements of digital value chain and those are; information, customized services, trust, real-time relationships and e-marketplaces. "Until these five elements function as a coordinated whole, even the most aggressive e-commerce practitioners will not be able to keep pace with the needs of customers or the shifting competitive landscape of the digital economy." (Cronin 2000, 3.) The Internet offers a universally accessible marketplace with channels that link customers and suppliers to manufactures and service providers.

ICT plays an important role throughout the life cycle of the digital service. Examples of completely digital services are various types of softwares and applications. The challenge in digital services is to obtain the platform visible among millions of emerging applications and platforms. (Argillander etc. 2012, 75.)

The number of service providers and the diversity of business models are increasing at the same time. The transparency of the business is growing and consumers are more aware of the competing suppliers. In addition to the global models, also locality is emphasized in business. For the consumer the most critical factors to obtain a specific service is the fact how easy it is to find it as well as the amount of added value compared to money and effort consumed. Personalization and customization of service is emphasized. The case company's platform is a global service, so it must be localized for different user groups. (Argillander etc. 2012, 82–83.) The key challenge in the upcoming years will be how to respond to the digital changes and build sustainable growth and well-being. Digital services, information and communications technology, as well as communication policy solutions have a significant role to play. (Liikenne- ja viestintäministeriö 2014, 9.)

Information and communications sector is still among the fastest developing areas and one that influences strongly the future. The utilization of information, the Internet and digital services are the core of future development. Its pace of change has been rapid and it provides possibilities that need to be taken. The growth of digital information and computing power, business growth in mobile environment, the importance of community and growing share of services in the economy characterizes the development. The aim is to provide companies interesting and supportive operating environment for developing investments and services. (Liikenne- ja viestintäministeriö 2014, 9.)

In the digital development, a central role is played by the development among the individuals, meaning opportunities for entrepreneurship and increasing the participation of it. Building functional networks in order for everyone to have the prerequisite to participate in communal activities and services in an entrepreneurial manner. Electronic identification, confidence in digital services, e-commerce issues related to accessibility of services and challenges related to the development of the digital market are also displayed in the Ministry of Transport and Communication's plan. (Liikenne- ja viestintäministeriö 2014, 10.)

The main few trends in digital service ecosystems are as follows:

- Revenue model is based upon a number of several revenue models
- Mobile platforms are a major application environment
- HTML5 based applications will in the future form the majority application group
- New service areas are occurring at an accelerated pace particularly from utilization of open data
- Presentation of the service, social media and marketing will become more important
- Services become more intelligent and more intuitive
- The need of individual and customized services intensifies
- Security issues are highlighted (Argillander etc. 2012, 82.)

The digital economy emphasizes self-service and indirect revenue models. Digital technology has advanced to a development stage, in which the effects are almost in all industries, organizations, ways of thinking, social structures and institutions. Intangible rights must be redefined. Global information network is at the same time a channel for distribution and this fact causes confusion of what is happening. (Lehti, Rouvinen & Ylä-Anttila 2012, 5–6.)

The operating and financial plan indicates that information and communication policy should be used to increase the productivity, development of innovative business and to increase the value through production with the help of service applications and operating models. Regarding to high-quality information and communication technology's infrastructure the emphasis is on data communication and promotion of high-speed broadband that are orientated to foreign countries. (Ibid. 10.) Digital service-based businesses that rely on softwares and applications is often very dynamic, in which case the service revenue models need to adapt quickly to renewable business requirements. Digital distribution offers service providers and developers a large number of alternative and complementary pricing and revenue models. (Argillander etc. 2012, 76–79.)

Case company's digital service, more specifically the platform, is solely the target of service design in this research. Service design in the platform is used as a development tool to identify customers' actions in the service and how they experience its semblance and if its usability is practical. Physical interaction is quite minimal since the customer mostly acts through self-service channels. Processes dealt with in this case focuses on making the service easier and more appealing for the customer to use without support services, because customer acts alone in the

platform. Of course the service provides support and customer service, but mostly digital service is very advanced with self-service.

In the following chapters crowdsourcing is presented more specific as a subcategory of digital services hence the case company's main operating system involves crowdsourcing. After that design's relevancy in digital services is being brought up and different trends in digital marketing are being looked at through digital barometer survey, in order to get a clear view for example on dominant marketing channels these days.

3.1 Crowdsourcing

Crowdsourcing is a process that uses a crowd of people for getting work or projects done and it usually happens online. The idea is to take work or a project and outsource it to a crowd of people. Wikipedia is a good example of crowdsourcing. Instead of using their own labor in creating an encyclopedia, they gave the crowd the ability to create information. The consequence was the most comprehensive encyclopedia this world has ever had. (Daily Crowdsourcing 2014, cited 2.2.2014.)

Crowdsourcing can be used for getting customer's product or service from a various possibilities. The customer defines what kind of product or service he wants and defines how much he is ready to pay for it. All interested participants provide proposals to satisfy the customer's needs and the customer has the power to choose the proposal that he likes the best. By doing it this way crowdsourcing actually increases the quality and decreases the price compared to online freelancing. If companies are unsure of how to execute a project that they do not have the expertise for, whether it's product design or a business plan, crowdsourcing can help through open innovation. It allows people from all aspects of business to collaborate into a functional profit making reality. A web platform provides an excellent outside perspective for crowdsourcing. (Daily Crowdsourcing 2014, cited 2.2.2014.)

Open innovation through a platform brings people from different parts of the world and also different aspects and sectors of business to work together on a project, and this is optimally beneficial for the client. Crowdsourcing is effectively a collection of different fields and levels of expertise that would not otherwise be available to any budding entrepreneur. (Daily Crowdsourcing

2014, cited 2.2.2014.) Crowdsourcing is also useful in a way that it provides the solution to the project without the need to recruit a full-time employee to the company.

“The principle and advantage of crowdsourcing is that more participants are better than one. The quality of content and idea generation will be transcended due to canvassing a large group of people for skills and ideas” (Daily Crowdsourcing 2014, cited 2.2.2014). Crowdsourcing’s most beneficial feature is the ability to get better quality results and it allows selecting the best results from a wide range of suggestions, contrary to receiving the best offer from a single provider. Results emerge faster than in traditional methods since crowdsourcing is a form of freelancing. The debility of crowdsourcing is the potentiality to have to search through thousands of possible ideas, which is time consuming and complicated. If the assignment is not clearly defined, the suggested results do not correspond to the required. Quality of the project can be difficult to judge if proper expectations are not clearly stated and if the project requires spec work, which is time consuming and some people are against it because the customer wants to see the finished product without agreeing to pay a fee for it. “Once you set up a community or a website to solicit customer feedback, you need a back-end process to ensure the ideas are evaluated and implemented.” (Didner 2014, cited 2.2.2014).

In order to build a sustainable business idea that operates through crowdsourcing Didner defines four key processes that need to be taken under consideration. First step is to figure out how to categorize the ideas and make it easy for the customer to classify his idea and also make it easy for the international stakeholders to go through the ideas and pick the best ones for further follow-up. Categorization determines the following steps of the process for reviewing and implementing. Second step is reviewing and prioritizing ideas. Establishing an automatic workflow process facilitates the reviewing and prioritizing for internal partners. This is important especially if the submission amount is high. Since selecting the right ideas might need second and third round of review and prioritization and the company’s resources are limited, quantification of how the idea will affect revenue, costs or customer satisfaction will be needed. (Didner 2014, cited 2.2.2014.)

Third stage consists of implementing ideas. After taking care of the budget and resources one should identify who will be responsible of implementation and how much it costs. Arranging regular meetings to track progress and allocating the right budget to support the implementation is important. The fourth step is to develop a tracking process of the ideas that shares the results with the community and customers. Tracking and reporting failure and success of idea

implementation is essential. In order to implement ideas from the customers it takes time, people and money. Customers shouldn't see the action behind the scenes, but rather know that the company is working on ideas and issues customers care about. (Didner 2014, cited 2.2.2014.)

3.2 Design in digital services

It is balancing between two aspects when designing digital services. The service has to correspond to the subscriber's, to the service-producing organization's problems and find ways to save time and resources, make customer service better and increase sales. On the other hand, the user is the "boss". In order to gain positive customer experience, the service provider needs to figure out the needs, hidden needs, technical skills and interests. (Leino 2010, 133.)

Before service-orientation, digital services were wasting a lot of potential. After repeated traditional solutions in IT-business, service orientation has been enhanced in digital services (Erl 2008, 81). This change resulted outcomes such as increased consistency in how data is represented, increased opportunities to use a piece of solution logic to multiple purposes and made it possible to combine more units of solution logic into different configurations. It also increased behavioral predictability, availability, scalability and awareness of available solution logic. (Ibid. 81–82.)

Even though design in digital services can establish more normalized and streamlined service, it can also bring out an increased level of complexity. Applying service-orientation on a wide scale can enhance design complexity and the need for consistent standardization. Bringing service design into an organization can be expensive and time-consuming, since it introduces a more burdensome project lifecycle. (Ibid. 85–88.) The traditional concept of an application has changed rapidly. This has resulted a shift where progressively business requirements are about composing existing services into new composition configurations, instead of building or extending applications. What was a digital application is now just another service composition. (Ibid. 91.)

3.3 Digital marketing channels

Digital marketing requires us to rethink the principles of marketing. Digital marketing barometer determines the digital marketing channels and the usage of these various forms in the past year,

as well as intentions to use them in the upcoming year. The digital marketing's share of respondents' overall marketing budget had surprisingly decreased from previous year's results, though social media was the only channel that increased its popularity and digital marketing through mobile channel will also be one of the channels with increased usage among social media next year. (DiViA 2013, 2.) In the figure 4 the fastest growing digital channels and means in marketing are introduced.

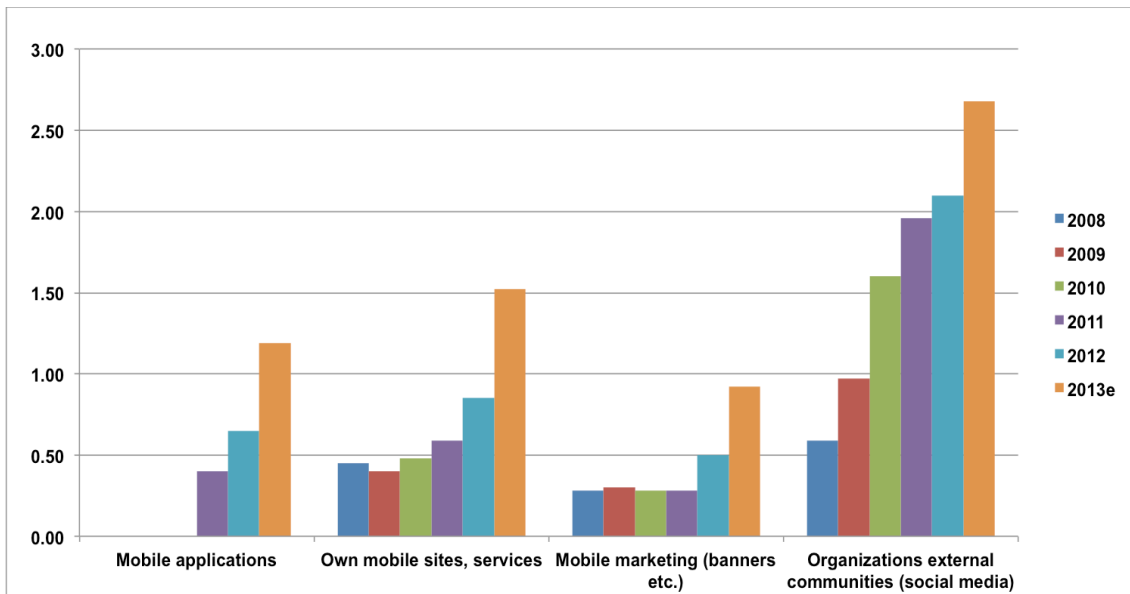


Figure 1 How actively organizations use various digital channels and means of them in marketing? The fastest growing channels and means (DiViA 2013, 6).

B2C organizations use more actively digital channels in their marketing as expected, but B2B companies has taken e-mail and SEM as a standard tool in their marketing. B2G organizations are a bit more passive than B2B organizations when it comes to digital marketing, although particularly public service sector has increased its activity in digital marketing past the trading sector companies. Companies in the trading sector haven't yet found the mobile channel benefits. For example detection technologies, which should experience massive growth in stores, still remains at very low level. Most of the marketing methods used in mobile channels are clearly more suitable for B2C businesses. B2B and B2G companies use a larger proportion of the marketing budget on digital channels, compared to B2C companies. That can be explained at least to some extent for example with a larger share of TV advertising in B2C marketing. Consumer behaviour, cost factors and communication targeting are the main causes for deployment of digital channels. (DiViA 2013, 7.)

Social media is perceived above all as a dialogue enhancer, communication intensifier and as a reinforcing factor of brand development. SEM, online advertising and e-mail's main objective is to increase sales. Mobile channel's most obvious asset is the possibility of service improvement. (DiViA 2013, 10.) The use of social media as a marketing channel is being more invested in and marketing is moving from the demographic-based segmentation to behavior-based customer segmentation. (Argillander etc. 2012, 82.)

4 DATA COLLECTION AND ANALYSIS METHODS

This research uses direct observation in a workshop to benefit the most from the service design methods. This uses a case study research method. Case study as a research method can rely on quantitative and qualitative evidences, but this research utilizes more on the qualitative side of the research in order to get reliable interpretation. Case study generates information about the current phenomenon taking place in real life situations, but the subject is limited to regard only specific situations without including external influences. It strives to produce in-depth and detailed information about the specified case examined. This works suits especially well in a case where the components are comprehensively described in a realistic operating environment. A case study gives room for the diversity of the phenomenon without trying to simplify it too much. (Kananen 2013, 54-55.)

Case study is the collection and presentation about the accounts of subjects themselves. The starting points of a case study are in the tradition of scientific research. It can be about a particular participant or small group and the data is collected using participant and direct observations, interviews, tests examinations of records etc. This form of a qualitative descriptive research looks intensely at the target, drawing conclusions that only apply to that individual or group in that specific context. Researchers don't take universal, generalizable truth or cause-effect relationships into consideration; instead emphasis is placed on exploration and description. (Writing@CSU, 2014, cited 1.2.2014.)

Firstly theme observation is described in the following section more precisely. It is important to remember that participatory observation is used where the researcher brings out her views as well and hence will have an affect on the results. After that follows an introduction and planned agenda of the workshop. Last comes the presentation of funnel analysis and its main problem areas in the customer journey risen in the workshop.

4.1 Observation

The thesis aims to provide an explicit rendering of the customer experience in the platform and building a broad pattern found among a group of participants. Theme observation generates data

about human groups in social setting. Observation happens in an open setting where ideas and thoughts are not restricted, although themes are provided in which these observations and ideas are associated to. The theme observation takes place in a workshop and the data is collected through customer observation with their thoughts and ideas. The workshop is built in a setting where the data is easily collected and some sort of themes can be provided in order to lead the concentration to important issues that will generate results to the research question.

Systematic observation can be regarded as the basic data collection method in empirical studies, since it involves direct observations of the units. The data collection method can be divided into two categories in observation: participatory observation and external observation. Participatory observation is directly involved in the activity. In external observation there is a tendency to structure the observed situation in advance. The observed issues are decided, how the results of the observations are collected and how the target of observation is defined so that it is possible to make observations. It is about measurement and data collection approaches the situation as a survey research, even though the interview questions are omitted. (Virsta 2014, cited 7.4.2014.) This case study uses external observation in the basis of structuring the observed situation in advance and deciding the approaches in advance. If the situation requires, participatory observation will be used in order to present the theme and to direct the attention to the right subject.

Descriptive studies are often case studies, where they seek to describe the phenomenon in great detail. Analysis method in qualitative research is selected according to the objectives. The analysis method targets interpretation and to understand the customer experience in order to develop the platform to be more suitable to use. Analysis can usually be described as a hermeneutic spiral of interpretive research. It is a spiral-like proceeding process that begins with describing the situation and continues with categorization. After that follows combining and it ends up with summary of the event and results. The task is “to wander back and forth” between the data and theory in order to achieve a good result. (Hämeen ammattikorkeakoulu 2014, cited 27.4.2014.)

Theme observation provides the most beneficial results. In theme observations the interview method is conversation-like. The interview has a set of accurate questions and a semi-structured interview is open, which allows new ideas to be brought up as a result of what the participants says. Usually the interview has a framework of themes.

The advantage of observation is that the phenomenon happens at the time it occurs. It does not involve observing an individual with their own interpretation of their own actions. Often language-related difficulties and interpretations can be left out. The disadvantages of observation consist of data being completely tied to time and place. Findings, analysis and interpretation can be problematic if the structuration of the situation in advance has not been successful. Though at the same time structuration also reduces the observable things, which makes the data more adequate. Thus, the observation of the data collecting occurring needs to be planned very carefully. (Virsta 2014, cited 7.4.2014.)

Documentation will play an important role in collecting data. It will restore the ideas and results of observation from the workshop and throughout the whole research process. Documentation will gather all that observation will result. The researcher will continuously participate with her own input in building a better customer experience throughout the research process. These opinions and visions might also guide the progression of the workshop, since the observation is participatory.

The workshop will be voice recorded in order to collect be able to review and analyze the data that emerges. The voice recording will help when making conclusions and of the observation and writing them down. In the second stage of the workshop a potential customer profile is built. The profile is built on a paper that consists of questions regarding the talent's profile in the case company's platform. This will generate documentation that is analyzed in order to create a potential customer profile to help customizing the service for this user group. In the second stage a question is asked from the participators and these ideas are collected as a group and contemplated together. Pictures are taken in order to be able to review the results.

4.2 Workshop

The workshop took place on Tuesday 5th of May 2014. The event was advertised in Oulu University of Applied sciences' intra page and also direct advertising was used (appendix 7). Simultaneous exam week reduced the amount of participators, even though there were eager ones willing to participate. The target number of participants was between five and eight. The researcher thought that the workshop could use a viewpoint from teachers that had experience in

service design. Two marketing teachers took part in the workshop and they also brought a good viewpoint to the customer profile, since they have been working among projects and students a lot. Besides these two, the workshop had four students that have different majors in Business and Information Administration. The objective was to get a small group together, because too large group would supersede qualified conversation. Two hours was spent on going through the agenda and gathering the results. The agenda was executed very efficiently, but high quality data was collected. The workshop collected data through direct observation where the researcher actively took part herself also.

The customer's service path was explored during the workshop and emerged ideas were collected. The goal of it was to gain useful insights from the customer perspective. The workshop generates development ideas and opinions of the platform. The workshop is the first experiment of the platforms flow and usage and during the experiment different ideas are collected and these ideas are put together. The purpose of collecting the ideas is also to regenerate more ideas. Customer journey map in the meantime was built. Going through the customer path in the workshop while at the same time doing observation and collecting ideas from the crowd resulted a comprehensive package. Observing targeted behavioral impressions to the platform and appearance it gave to participators. The customer journey is demonstrated through pictures and showing demo version of the website. (Appendix 6.)

The agenda of the workshop was planned very carefully before the actual happening of the event. Scheduling the workshop with several companies and figuring out how they would benefit in participating took too much time, hence the workshop concentrates on students that will play the part as customers in the study. The agenda of the workshop was as following:

1. Presenting the case company, its business idea and what the platform is about.
2. Providing cards where the participants will fill out a profile of a typical customer (talent). The card will present factors such as name, education, interests, experience etc. (Appendix 4.)
3. In order to create the customer segmentation in value proposition, a question was assigned to talents using the platform.

“What are the challenges and opportunities of getting a project-based job? What do you require from the company offering the project and what are your expectation towards project working?”

This generated thoughts and ideas with the help of clarifying questions such as what are the limitations in project working and how does time and experience effect on getting a job, what are the benefits of project working comparing to a full-time job and what are the main features in a platform providing this?

4. Customer journey map was presented through pictures and visual evidence. Every service moment was presented, reviewed and observed by collecting ideas and thoughts of them. This eventually escalates as a service blueprint that identifies all factors platform possesses and what are the development ideas. Clarifying questions were presented during the customer journey that will help the participants to focus on the main subject and produce ideas that will benefit the digital service. (Appendix 2.)

In order to clarify customer value, during the observation the observer needs to go with the circumstances where the customer is using the service. The phenomenon needs to be conversation-like instead of interviewing, so that the customer feels natural to be. The researcher prepared for the workshop with small clarifying open questions that guided the conversation and helped to get more precise comments out of the participators.

4.3 Funnel analysis

Funnel analysis is a qualitative analyzing method that is designed for applications in a digital form. This research concentrates on customer behavior and funnel analysis follows customer behavior during customer journey. Funnel means the website’s flow, which is anything where customers take series of actions and make decisions before reaching a goal. Funnel analysis helps to identify problem areas in the application’s flow. For example if the customer purchases an item on a website and while choosing the payment method the website transfers the customer to partner’s site, it might make the customer to reconsider the purchase decision if he isn’t familiar with the partner site. (Mixpanel 2009, cited 30.1.2014.)

The first step is to find where these funnels occur. Some people drop off at every stage in the

funnel and the conversion rate in the analysis solves what percentage of users who hit the stage actually makes it through. Generally it is very likely to lose at least half of the sites visitors before they make it to the next step. Before tweaking the website it is important to be aware of how the application's flow works. (Mixpanel 2009, cited 30.1.2014.)

This will define how users use your application; let you define the path to be tracked, and when users can traverse that path in your application. For example, you can create a series of events where a user signs in to your application, selects a particular product, views its features, adds it to the cart, and confirms the order. In this way, you can understand the percentage of consumers who move from one step to the next. You can then find out where event transition improvement is needed or applaud the winning transition. (Bhanu 2013, chapter 3, Funnel analysis.)

Funnel analysis plays a supporting part in this case study. During the observation in the workshop possible problem areas were identified while going through the customer journey with the participants. While going through the customer experience, occurring funnels were noticed. The results of the funnel analysis are conversed on the conclusions chapter.

5 CASE DESCRIPTION

This chapter describes the case itself with findings that data collecting and analyzing generated. Data collection and analyzing methods provides the canvas for the tools to perform and create results from the gathered information. Tools used in the service design process are presented and workshop's customer profile, value proposition and customer journey are described in detail after presenting the case company. Case description firstly presents Me2we Finland Ltd. itself. The company's business idea and where it got its idea. After that management consulting as the business sector is covered and the platform. The findings are introduced in the following chapters, starting with business model canvas and its value proposition and after that customer profile and customer journey. From these findings and aspects service blueprint is created.

This research uses several methods to bring out reliable conclusions from different resources. Business model canvas and value proposition canvas represents case company's current position, goals and values. Value proposition canvas is the right choice to contemplate customers' needs and how the case company responds to them. The workshop concentrates on building the customer point of view and going through the customer journey and finding out its challenges and development areas. Customer journey takes the perspective to the customer's side and possibly reveals something that the company hasn't necessarily come to think. Service blueprint takes into consideration the customer's service path and what processes the company deals with that are both visible and invisible for the customer, but play an important part in creating value. The customer journey built in the workshop will produce the needed material for service blueprint. Funnel analysis is used as a supporting analyzing method to bring out problems in the customer service path. The method is used to recognize any activity in the digital service's flow that would send the customer off track. All these previously mentioned service design methods offer a comprehensive picture of the customer experience and the case company's processes that either bring value to the customer or are unneeded.

5.1 Me2we Finland Ltd.

The case company is a newly initiated startup company, which operates as a B2B consulting and project solving company. The platform that this study concentrates on provides a place for public

institutions, companies and for individuals to cooperate and take part in projects (figure 5). The platform connects experts with the knowledge and the project owners who need the expertise. The company concentrates on defining and managing projects through crowdsourcing.

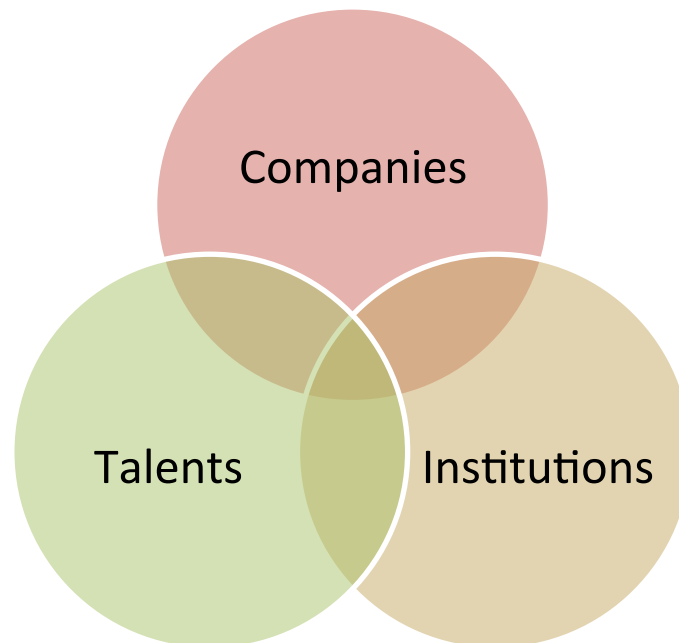


Figure 2 Customer segmentation of the case company (Tuomela, P. 2014, cited 17.3.2014).

The company got its idea through research where it found out that there are 40 000 unemployed with university degree in Finland and there is importation of 17 000 international university students yearly. 2000 of these students graduate every year and after a year less than half of them are in the work field. This suggest that there is a wide range of talent that is unexploited but has most definitely demand for it if only there would be a channel to discover all these actors. Of those who are working, half of them get income that is not equivalent to their degree and after two year half of them leave the country. One unemployed costs 25 000 euros for the government per year and in other hand one university degree costs about 50 000 euros. As the previous sentence indicates, there is a market place for a company like this. (Tuomela, P. 2014, cited 17.3.2014.)

5.1.1 Management consulting

The company's business sector is management consulting. The industry in question is very diverse and requires expertise from multiple different fields. Management consulting is closely linked to economic development. In fact, the industry has really good growth potential and more growth has been predicted during future years, because the industry really thrives in times of

recession. In the western world the industry has grown constantly for about three decades. Measured by the personnel, management consulting covers seven percent and in terms of sales it's ten percent of all knowledge-intensive business services. (Metsä-Tokila 2011, 9.)

About 37 percent of the companies in management consulting announced that they export their expertise and products outside Finland's borders. The share is significant and often the exports are highly processed skills and knowledge. The sector qualifies well as a Finnish export product because of our high educational system and its innovation potential (Ibid. 2011, 29). Below is demonstrated (figure 6) how small business driven the business sector is. The development in the number of offices management consulting industry has, which in turn reflects that management consulting is expanding and tempting to new entrepreneurs. Looking at the amounts of offices, there can be seen a strong growth in the sector. It is typical for this sector in question that the growth generates through networking, instead of through the company's own growth (Ibid. 2011, 15).

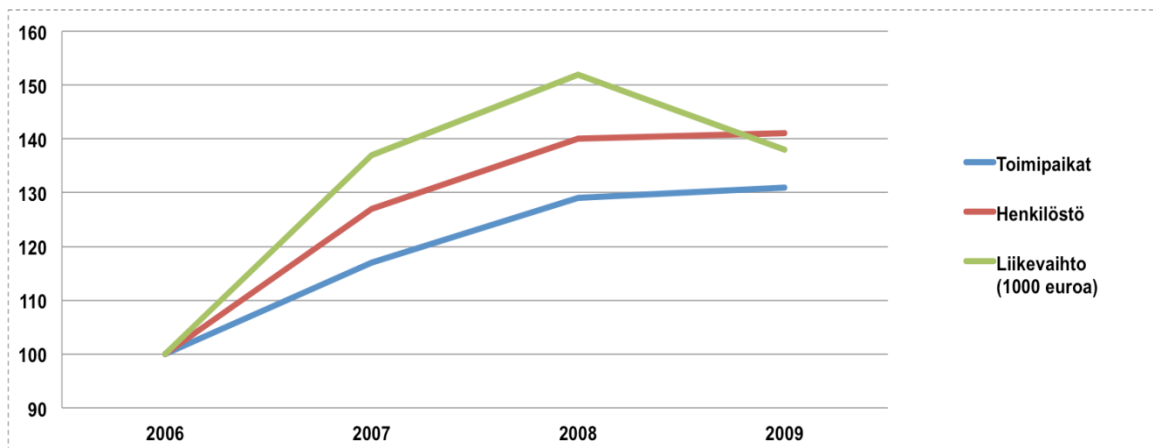


Figure 3 Operating management consulting firms' sales, offices and personnel development in 2006-2009 (2006 = 100) (Metsä-Tokila 2011, 15).

Management consulting includes all kinds of professional know-how from several different business sectors. In order to be credible consultant in a business that requires a wide range of expertise, experience is important. In this case study, crowdsourcing covers possible lack of experience because the projects are brought straight to the professionals. (Ibid. 2011, 8.)

Table 2 The number of firms, personnel and net sales of firms operating in the field of management consulting in the year 2009 (Metsä-Tokila 2011, 14).

	Site locations	Personnel	Net sales (1000 euros)
Management consultancy	6 346	10 975	1 727 513

In the table 2 it can be deduced that in management consulting sector there are 10 975 actors and they are operating on 6 346 locations in the year 2009. These business operators' combined revenues were approximately 1,7 billion euros. The sector obviously employs a significant number of professionals. (Ibid. 14.)

In the main groups of knowledge-intensive business services in the 2000s, the staffing agencies have increased as one of the biggest groups. Staff leasing industry's growth is a good sign of how it works as an indicator and buffer of economy's growth. Companies are looking for growth and savings in tough times in as flexible way as possible and staffing companies have been able to answer these needs. (Ibid. 11.) The next few years will certainly show various joint ventures between management consulting and companies from the public sector. The public sector tends to increase the amount of consulting, especially for SMEs. When the economic recession recedes, it is also certain that the management consulting will spread to new areas and find new customers. In order to enable spreading smoothly to new fields, companies have started cooperating with different business sectors, and thus lowering the bias and thresholds for each new line of business. (Ibid. 34.)

Management consulting is also relatively unorganized sector. Low threshold to enter the industry follows the lack of structure, which means that there is hardly any kind of standard in the business sector. Entrepreneurs' concern is genuine in the government's effects on preventing free competition in the market and creating artificial business models to the sector. Public service's intervention in fact does not always conducive free competition and the development of consulting management industry. (Ibid. 36.) The weaknesses of the business sector are slow development, lack of marketing expertise, the incompleteness of professionalization and vulnerability to public opinion. Threats of the business sector are the lack of real talent, rapid changes in the law and attitudes of customers. (Ibid. 41.)

Management consulting looks from every point of view to be profitable, even though it is very competitive sector. Networking with different players in the industry would encourage the position of SME's. In this case, small businesses can complement each other. (Ibid. 37.) In the future, the focus will shift to the sector of comprehensive processes and outsourcing will increase the demand of management consulting (ibid. 38). The strengths of the business sector are dynamic industry, an important and growing role in the functioning of the customers, the expansion of the customer base, entrepreneurial valuation, good export potential and businesses' stable financial situation. It also possesses opportunities in export, networking, increasing and diversifying advisory services and many more. (Ibid. 41.)

5.1.2 Case company's platform

The company provides easily accessible multilingual and multicultural resources through the platform and a guided way to manage and create internationalization projects. The platform matches talents and companies according to their project history and profile. It is a job application tool that concentrates on project-based working, which has come more common. Companies search for flexible way to hire talents and they have real demand for international talents. In turn talents are looking for a flexible way to work. (Tuomela, P. 2014, cited 17.3.2014.) The business idea will thrive due to the fact that attitude towards entrepreneurship is becoming increasingly positive, teleworking becomes more common and crowdsourcing is already a billion dollar business and growing.

The company's platform provides these following services for companies, talents and institutions:

- For companies: HR services, project management and tendering tools
- For talents: jobs and job opportunities, job application tool
- For universities: real company cases to integrate to courses
- An international environment where all three customer segments can co-operate
- A worldwide international talent and project pool
- A platform to create and manage internationalization projects
- Internationalization opportunities for companies and international job opportunities for talents
- A way to integrate real company internationalization projects to university courses

- A channel for companies to reach university student. (Tuomela, P. 2014, cited 17.3.2014.)

The whole customer journey happens online through the platform, which this thesis is doing its service design about. The platform is specified for three different customer segments. The first and foremost customer segment is the companies that bring the most of the revenue to the case company. The other two segments are individuals, as in the experts and the public institutions that bring revenue and the labor. More of the revenue will be identified in the business model canvas.

When a company realizes it has a project that it needs to be executed but the company doesn't have the needed labor or expertise for the project, it finds the result from the case company's consulting services. The company signs in to the platform and pays a fee for registration. Once the company has output its project that needs to be solved, the crowdsourcing takes care of getting proposals. When the company gets the proposals and the proposal's window of time for that specific project expires, the company starts to go through those suggestions and picks out the best one.

The me2we process starts with project creation, which is guided. A new project is supposed to match client company's needs, goals and price range. The project needs to target the right talents or area to get the best people working for the project. Next step are the proposals. Talents and teams can put forward proposals to the project. The client company then evaluates the proposals and chooses the talent or team to execute the project. Once the team or talent has been chosen, project implementation and management begins. The client company and the talent agree on contract details and the implementation starts. The me2we platform offers a project management tool that makes it easy to track the project's progress. After that reviews and results occur. The client company and the project executors evaluate each other and the project. (Me2we 2014, cited 20.5.2014.)

If the company wants to continue working with the person who left the proposal, to receive the contact information it has to pay another fee. Every individual signed to the platform has its own profile. The profile contains personal information and possible synchronization to LinkedIn profile, but it's hidden from the public. The profile also collects the projects the individual has worked on, and collects a certain type of curriculum vitae. When the company is interested about the person

who left a proposal, it can get further information about him by paying a fee to look in to that profile more specifically and possibly hire this person.

5.2 Findings

Value proposition, potential customer profile and customer journey were generated in the workshop. Business model canvas was aggregated before the workshop with the help of the CEO of Me2we Finland Ltd. A draft of the customer journey was built for the workshop and in the event participators viewpoints were planted in it, which made it concrete. From the data collected in the workshop, the researcher created a service blueprint. After the workshop, data was gone through several times and reviewed in order to create reliable customer journey with support of theory. The customer journey was built to highlight several aspects of customer perspective. It took into account appearance of the service as well as functionality.

5.2.1 Business model canvas

Business model canvas helps to describe, analyze and design the company's business models. The canvas consists of nine different sections, each of which is represented as one of the factors of a successful business model. There are many ways of writing down the canvas; for example groups of people in collaboration can fill it with sticky notes, thus the canvas gets various aspects of the company's business model. The business model canvas is very versatile and beneficial in number of ways and can be used by all regardless of the business sector. Stickdorn & Schneider point out an example where public sectors have used the canvas to make their departments more service-focused, whilst different service offerings providing organizations use it as a focusing tool (2011, 212). The business model canvas as a tool brings out the core aims of the organizations, while identifying priorities, strengths and weaknesses. (Stickdorn & Schneider 2011, 212.)

In the attachments is presented the case company's business model canvas. The nine sections of the business model canvas consist of the key resources, key activities, key partners, value propositions, channels, customer relationships, customer segments, revenue stream and cost structure. The business model's part in this thesis is to provide basic information about the company and its key activities through value proposition, infrastructure, customers and finances.

The first section is about the business' infrastructure and it is formed with key partners, key activities and key resources (<http://canvanizer.com/canvas/ZqcAgdoaXjQ>). Key partners help to optimize operations and reduce risks of a business model. Organizations usually have buyer-supplier relationships so they can focus on their core activity. Business alliances are considered through joint ventures, strategic alliances between non-competitors or competitors. Case company's key partners are its advisory board filled with people that have a competence in different fields that complements case company's needs. Besides this the case company also has a wide network of connections to companies and professionals. Institutions are a key partner in a way that it spreads the word of the service through courses to potential talents. Key activities are defined as the most important activities in executing a company's value proposition. Case company's key activities are providing a tendering tool for client companies, job application tool for talents, real company cases to integrate to courses for institutions and better targeted recruitment. Key resources are necessary to create value. These resources are considered as an asset to a company in order to sustain and support the business. Key resources can be human, financial, physical and intellectual. Key resources in this case are the network, the platform, knowledge and experience, crowdsourcing and the vision to create new solutions to solve projects. (Appendix 3.)

Offering part of the business model canvas is about the value proposition. Case company's value proposition will be contemplated later on more specifically through an actual value proposition canvas with taking into consideration customers' needs and how the case company replies to these needs. Basically value proposition is a collection of products and services a business offers to meet the need of its clients. Company's value proposition distinguishes itself from its competitors and it provides value through various elements such as performance, customization, design, accessibility, status and so on. Case company's value proposition consists of an international environment, a worldwide international talent and project pool, a channel for all the three segments to reach each others, project based working, a guided way to create and manage projects, crowdsourcing, cost reduction, newness, accessibility and convenience.

Customer section of the business model canvas consists of customer segments, channels and customer relationship. Customer segments help to build an effective business model, once the company identifies which customers it wants to serve. Customers can be segmented based on the different needs and attributes to ensure appropriate implementation of business strategy that meets the characteristics of selected clients. Case company's customer segments are diversified

and mass market. Business serves multiple customer segments (companies, institutions and talents) with different needs and characteristics, but at the same time there are no specific qualities that these segments should have. Channels enable the company to deliver its value proposition to targeted customers. Effective channels distribute the value proposition in ways that are fast, efficient and cost effective. In the beginning the most valuable channel for the case company is its existing network. Also the company uses successful projects in marketing, university courses, and grapevine marketing with other marketing tools including advertising in several different channels. The case company uses both storefront and partner channels as channels. Customer relationship ensures the survival and success of any businesses. It requires identifying the type of relationship the company wants to create with their customer segments; whether its low involvement or high involvement. The case company has co-creation and community features in managing customer relationships. The organization also provides the tools needed for the customers to use self-service easily and effectively.

Finances cover business' cost structure and revenue streams. Cost structure describes the most important monetary consequences. Case company's cost structure is made up from variable costs (ads and visibility) and fixed costs (salary, taxes and rent). Project costs consist of salaries, travelling and contacting potential customers, subcontractors, marketing survey, contracts and legal agreements. Revenue streams tell the way a company makes income. The case company gets revenue from consultation, project commission, project management services, third party advertisement, language and training courses, platform's usage fee and additional features within the tools.

5.2.2 Value proposition

In order to get a clear understanding of why is this business idea important and why does it have factors for success, value proposition is viewed more closely through value proposition canvas. It compares the company's products and services with customer's needs. "In its simplest way terms, value proposition is a positioning statement that explains what benefit you provide for who and how you do it uniquely well. It describes your target buyer, the problem you solve, and why you're distinctly better than alternatives (Skok 2013, cited 22.4.2014)." The starting point is the customer's expectations and needs and what gains and pains it possesses. To these factors the company needs to define its value proposition – what is the value it provides to customers' needs.

Scoping out the value proposition canvas the customer segment will be limited to other companies, thus ignoring institutions and talents. Value proposition canvas consists of six segments; three from value proposition in company's point of view and three from customer segment that responds to value offered by the company. Value proposition defines products and services, gain creators and pain relievers. Customer segment defines gains, pains and customer jobs. (Business Model Foundry AG 2014, cited 15.4.2014.)

In the empirical part of the study by figuring out what students are looking for in project-based jobs customer segment in value proposition canvas is created. Based on the results, the case company's value proposition is created to correspond on the customer's needs. A question is presented where participants write down ideas and expectations they feel considering the platform. What do they require from the company offering the project and what do they expect to gain from these projects? The question is presented as following: "What are the challenges and opportunities of getting a project-based job? What do you require from the company offering the project and what are your expectation towards project working?" (Appendix 5.)

The question resulted many point of views. It brought out essential features that talent's weigh when taking part in a service like this. In Figure 8 below the findings of possibilities, challenges and expectations of project-based working are listed. In the workshop the results were consistent with each other. The value proposition assumes that the client company knows what it wants and what it's getting from the service. Talents on the other hand have more concerns, because they are in the position of employees.

Possibilities of project based working	Challenges of project based working	Expectations
<ul style="list-style-type: none"> • Valuable experience • Professional • Suits well to varying life situations • Possibility to explore different sectors • Permanent employment • Flexibility • Remote working possibility • Contacts, networking • Momentary employment • Can generate more work 	<ul style="list-style-type: none"> • Does talents have the required expertise • Time management, needs are different with companies and talents • How to get the right people on board • Challenging to choose the right project among many • How much work does the project require in order to become selected, Can it go to waste? • Stealing ideas • Creating an idea based on company's view without mutual communication • Communication 	<ul style="list-style-type: none"> • Interesting projects • Options, multiple projects available • Compensation • Clear ground rules • Companies need to be ready for close communication and information sharing

Figure 4 Challenges, opportunities and expectations of project-based working

In the figure 9, the value proposition canvas is built based on the results of the workshops second phase, which was the question about the possibilities, challenges and expectations of project-based working from the talent's perspective. The value proposition canvas considers both client companies and talents point of view. Customer jobs are the services that the users are looking solutions for and the case company has to be able to provide the service to solve them. Gains are benefits the customer sees and gain creators are the factors that create value for the customer. Pains are the factors that create uncertainty and unwillingness to use the service. To the customers' pains the case company replies with painkillers, in other words pain relievers that make the pain less noticeable.

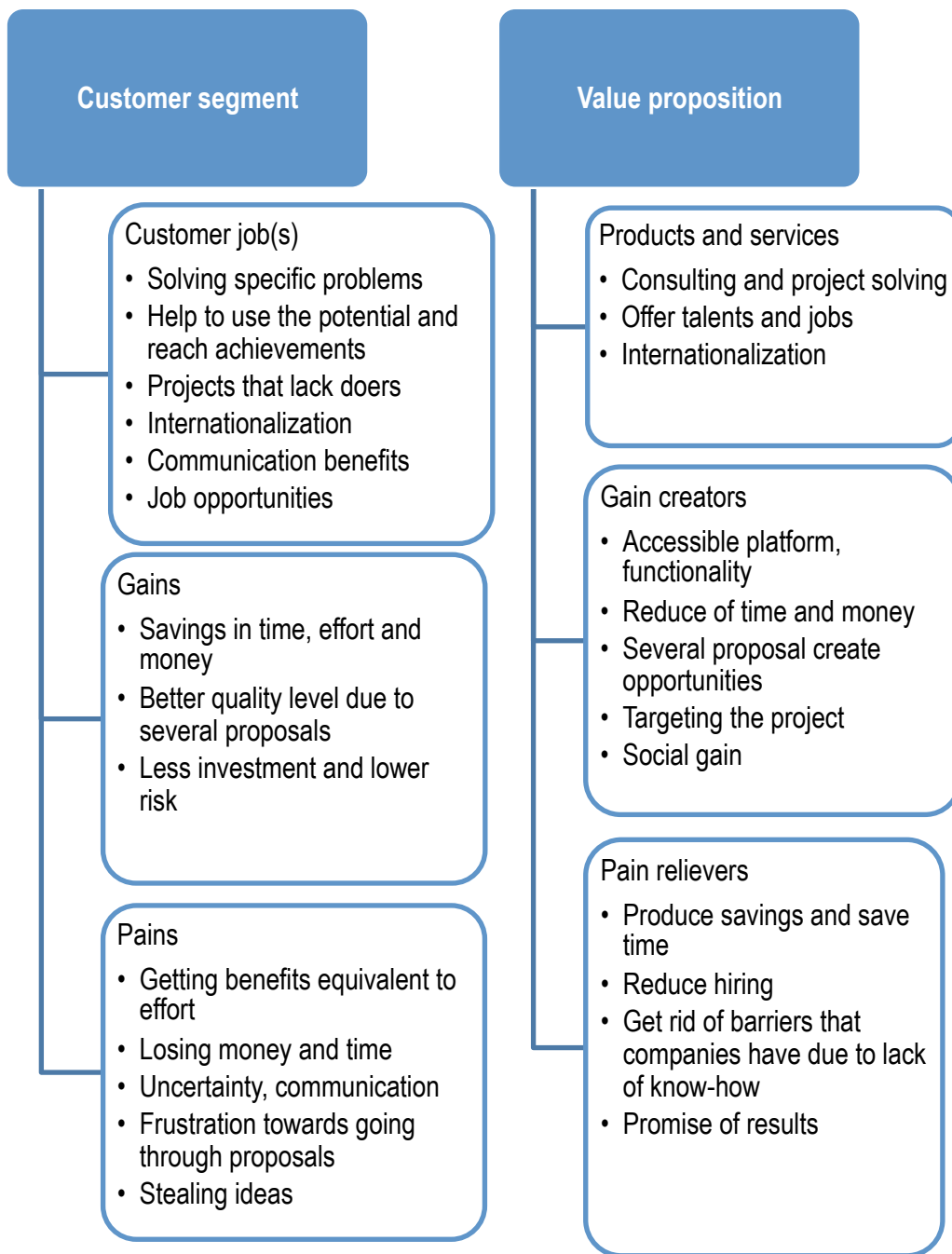


Figure 5 Value proposition of Me2we Finland Ltd.

Talents might be concerned about how well the project proposal needs to be made so that the project will be selected from all the other proposals, but not too much information that the company would use the idea without hiring the talent. Also the investment the talent gives to the project proposal might cost a lot for the talent and still not get selected. The same goes with the company; what if the proposals don't meet with the expectations and it has already spent money on it, or the client company has been unclear with the project it has created to the platform.

In the field of crowdsourcing there are a large spread of experts and one might be concerned if his expertise is enough to go through with the project and get selected let alone execute the project implementation. Surely not all talents are experienced in negotiating about project working and wage, which makes it easy for the company to abuse the talent's effort towards the project.

5.2.3 Customer profile

Customer profile defines who is the potential customer that uses the service. Of course every individual is different, but in order to develop the service, the potential customer profile helps to revive the customer point of view. When the service gains more users and the business is thriving, building several different customer profiles inside the three main customer profiles (institutions, companies and talents) will benefit the service to be more customer orientated and fees, profits and involvement will be better targeted (appendix 4).

In the beginning of the workshop, after introducing the company, each one of the participators created a customer profile that they would think as a potential customer. After going through all the customer profiles, they all generated a student or a recently graduated unemployed with high degree education. They also had specific areas of expertise and interests. Since all the participators in the workshop were influenced by Business Administration in Oulu University of Applied sciences, it brought out a business proficiency in customer profile, with interests and strengths in areas such as marketing, financial management, international business and so on. Also an active persona and a need for flexibility arose quite clearly in the profile. Working hours differed from normal eight hours per day, five days a week rhythm. It can be concluded that most customer profiles took working among projects as an ancillary to their main work or studies.

5.2.4 Customer journey map

A customer journey map provides a high-level overview of the factors in user experience and a vivid visualization of the customer's service experience. The interaction points constructs the customer's journey, which is kind of a story based upon the experience. The story details the interactions and experienced emotions in a form that is highly accessible. The overview of the customer journey provides identification of the problem areas and also the opportunities for

innovation, whilst facilitates easy comparisons between the differences with competitors. (Stickdorn & Schneider 2011, 158-159.)

Building a customer journey map starts with defining the touchpoints by generating user insights. The map can be made many ways; it can be a face-to-face contact as well as a virtual interaction with a website. The mapping is designed to provide the insights in customer's own language, descriptive as possible. Once the touchpoints have been specified, they are connected in a visual presentation that is clearly submitted to make it as accessible as possible but also make it incorporated enough to give specific details and real insights into the journey displayed. This might mean that the persona's going through the customer journey need to be well presented instead of them being just names on a page. Stickdorn & Schneider point out that "basing the map around materials customers themselves have produced also helps facilitate empathic engagement, which is crucial for conveying the myriad emotions that most journeys are made up of (2011, 159).

In this research the customer journey map plays an important part. Before the actual workshop and developing the service design of the platform, a generic customer journey map was build and during the workshop a more realistic version of it was built with participators ideas combined to the actual customer journey. The schedule for this research was limited, which is the reason it was impossible to arrange another workshop with company representatives taking part. Also the workshop had a limited time, which induced that the customer journey focused on the student point of view and the companies' side of things were only superficially discussed.

The customer journey was built from students' point of view, but of course companies' needs arose during the workshop. The customer journey is presented in service moments, but since the platform was not launched and the coding of the website was still in progress, the service moments were not as well presented due to lack of material (<http://canvanizer.com/canvas/R5Mw3euyQQQ>). Customer journey starts from realizing the need of the service or hearing about it from somewhere, for example from school, friends or the Internet. The participators in the workshop brought out the necessity of search term advertising, since the company is new and people might search for projects or companies. Notes of the workshop had comments on marketing channels, such as: "school intra" and "search terms". If a client company has a project in the platform, it could arise in search engines or by just looking up the word 'project' or the client company's name. First and foremost the customer finds the

website. There might be a direct link to the site, or the service is found through a search. Once the service provider is found, customer enters the website and the first impression is very essential, especially if the customer is only browsing and is not familiar with the service beforehand. Customer explores the page and it should be designed to give good first impression, to be clear and easily understandable. The business idea is supposed to step forward and address all the customers in different segments. The first impression of the website is much addressed to companies. It shows that the case company invests a lot to companies and sort of is confident that the talents will appear. From the talent's point of view, the website doesn't offer an impression that would show that it is targeted for them too. This might send the talent away if it is not familiar with the service. The website shows three customer segments; institutions, companies and talents. These three circles could be designed so that once you hold the indicator on it, it would open up more information about this specific customer segment. Also the word 'internationalization' is highlighted on the website and it sends a picture that it is what the company is targeting for. This is not completely false, but other companies might retreat because they think it is all that this company is concentrated on. At this point whether the page makes a good first impression or not, the customer either continues or leaves the site. If the customer decides to continue, next step would be creating a profile.

Creation of a profile is very important as it provides all the information about the talent or company for the service to operate. The participants of the workshop wrote comments about the personal data act; they thought it needs to be well expressed when creating profile. At this point the platform wasn't yet able to provide comprehensive view of creating a profile, so it was really hard to get the customer aspect on it. When creating the profile the information required is essential. The service makes it possible to link customers LinkedIn profile to the platform, but this requires that the customer has one. Otherwise all the information needs to be filled manually. In this touchpoint also describing own skills and setting up the right keywords is what eventually will bring suggestions of projects suitable for the customer's talents. Registration form should also underline information security and personal data act, so that the customer knows what the information given to the service is used for. Next step in the customer journey is having the profile and viewing it. Is it practical and does it provide all the information necessary? From professional point of view, talent's CV, project glossary, reviews, experience and project suggestions. Profile should also give some influence to the talent itself, with choosing a profile picture and giving a space to describe oneself. This would probably make the profile more attractive and addictive. Since the companies will be able to look into the talent's profile, the talent should be able to save

some sort of portfolio of his or her earlier work. This way it will give a more clear view on whom the company would possibly be cooperating with. The participants of the workshop, in this case the potential clients, pointed out that the service could enable talents to form teams to create proposals for projects by searching certain keywords.

Once the profile is set, talent will start looking for projects through the list of suggestions, advertisements, looking up a specific project with keywords or looking up a certain company. Customers can't be all the time browsing the projects, which is the reason the service should send a notification if an interesting projects is offered. Otherwise the talent might miss it. Crucial feature is how the project is presented and how the client company has defined it. Some freelancers and unemployed graduates might weigh the decision to participate in a project based on whether it will result in a long-term employment or just one time thing, hence this kind of feature in project assignment should be considered. After browsing through projects and companies talent finally selects a project it is going to devote itself to. An intense conversation arose about projects' features and requirements. It isn't yet specified how finished the project proposal needs to be in order for the company to select it, but not steal the idea. What is the factor that prevents companies from stealing project proposals from these talents? Many of the projects in the platform will be laborious so basically a large scale of talents will spend a lot of time in a project proposal that might not be even selected. When crowdsourcing is involved, there will be many proposals that won't get selected by the client company, hence the proposal shouldn't be a very high level of commitment at this point. In this service moment a post-it note with the comment: "basis for proposition" should be highlighted.

When the company is creating the profile, the service uses a wizard to make it easier to form the right kind of project. When talents are creating a proposal, talents might have a need for additional information. The deadline time can't be far, and everyone is creating the proposal from the information given, thus it doesn't have the resources to create a very finished proposal. If the client company has enough resources, it should be able to select more than one proposal to be implemented. Only after the project is selected, can the two parties have a conversation about the details. In the workshop arose a conversation about whether there should be a possibility to send messages during the proposal phase, but the time and resources aren't enough for the company to answer everyone in time and everyone should be able to create a proposal from the information given, even though it might be inadequate. To speed up the process of going through the proposals, the service provider should offer an instruction of what kind of proposals,

information and document formats should the client company require, so that the proposals would be easier to go through and be more alike.

All projects the talent participates, will show in talent's project glossary and build up the CV. The risk is of not succeeding and benefiting in the project for talent is big. It is very likely that the proposal won't be selected or the project is cancelled. This will waste talent's time, unless he just collects projects for his project glossary and show that he is active. If the client company decides to cooperate with the talent regarding the project proposal, the client company needs to connect with the talent. Together parties start negotiating about the terms of a contract. The case company could offer a place to go through with the negotiations in the platform. Also the fact that part of the talents are still students and they might not have experience in negotiations, case company should provide some sort of guide how to proceed and what to consider while negotiating so that the client company won't abuse the talent in terms of a bad contract. The guide would be added value to the service for the talent. This contract may lead to a long-term employment or just a one simple implementation of a project that will increase talent's experience and take the client company to wider markets.

After project being implemented and the assigned process is finished, will all the partakers be reviewed, this meaning client company, talent and the service provider. Notes of the workshop had comments like: "basis on evaluation" and "universal grading scale". Value scale in companies differ from each other, for some companies average performance might be considered as good and some companies on the other hand are very demanding on their project implementation. The evaluation form should be very specified and consist of several questions and sections that would form an ensemble.

Once the service has kicked in and has plenty of users, a mobile and tablet version of the service would benefit a lot, since a lot of users travel and use Internet somewhere else than at home. It would make following updates easier. Institutions will have a big role in the beginning by advertising the service to students through courses that use case company's company projects. Later on when the case company has created a steady and wide customer base, it should sell licenses to institutions for them to buy the service in order to use projects in courses.

5.3 Service blueprint

Service blueprint is an operational tool that defines the characteristics of the service interaction through customer's point of view. It provides enough details to verify, maintain and implement it. Service blueprint is based on graphical technique that displays the functions of process that are visible and non-visible to the customer. All contact points and the processes back-stage are aligned to the user experience. (Service Design Tools 2014, cited 15.1.2014.)

Blueprints give a detailed visualization of the actions and processes, without considering the motivational and emotional sides of service interaction, so it only provides just a partial representation of how service works. The service blueprint makes the information more visual, which makes it more readable, more precise and effective. (Service Design Tools 2014, cited 15.1.2014.) The service blueprint displays the process with three different aspects; touchpoint, service moment and service path. In the following chapters these terms will be defined more specifically.

The service path pursues to create customer experience that is in line with the company's strategy and goals. In order for the company to create the desired outcome of the customer path, it needs to define its strategy and goals. The case company has successfully been able to do research and define its main goals, which are based on its business idea. Thus the outcome of the customer experience is easy to pursue, because the strategies and goals are in line and the wanted outcome is clear.

5.3.1 Touchpoint

Each service moment consists of numerous touchpoints through which the customer feels, senses and sees the service and its brand. The touchpoints can be divided into four different groups: channels, objects, operating models and people. Channels are environments, places and spaces where the service's visible production for the customer takes place. Channels can be physical, digital or intangible. Most services are multi-channel, which means that the service is produced through several different medias. Objects as touchpoints are items and equipments that the customer uses, needs or gets when using the service. Objects can also be items staff uses to produce the service, but that are still visible to the customer and effect on the customer

experience. Customers often make conclusion of the service quality based on the objects, because usually service can't be tested before using it. (Koivisto 2011, 51-52.)

Operating models define production method in single service moments. In services all the processes and routines can be defined to the smallest detail. The smallest details in touchpoints are called service gestures. People have a central role in service production. Through service design service users and service providers. The main thing is to design suitable roles for the both parties as a part of the service process. The organization has to figure out how many responsibilities both parties have in executing the service process; this means figuring out how much the customer takes care of the production itself in self-service. Customer servant's operating methods and behaviors can be influenced to improve good customer experiences. The service provider should look at the possibilities to control various customers in positive interaction with each other in order to spread the service in the knowledge of other potential customers. (Koivisto 2011, 52-53.)

The touchpoints form an important part of the customer journey and is much used among service designers. Touchpoint's is defined as "any point of contact between a customer and the service provider" (Service Design Master 2013, cited 25.2.2014). Touchpoint can be physical, virtual or human point of interaction that shares information. Risdon defined the term as following: "A touchpoint is a point of interaction involving a specific human need in a specific time and place" (2013, cited 25.2.2014).

In order to get a clear description of touchpoint and its meaning, we need to look into the definition more closely. Designing an interaction can mean designing a conversation or an interface control. The human need is the factor that steers these interactions. When designing the service the designer also needs to understand the context surrounding the specific need that equals to the specific time and place. The "touchpoint is meeting the need through delivering on the company's value proposition in that time and place". (Risdon 2013, cited 25.2.2014.)

When designing a service by going through the touchpoints, it will become limiting if the experiences are thought beyond the context of a single digital product. One has to remember that even new cross-channel digital ecosystems have started delivering value that can't be affected by changing the features. (Risdon 2013, cited 25.2.2014.)

5.3.2 Service moment and service path

Service moments are a group of several touchpoints in one specific stop on the service path. For example when customer is buying a train ticket – whether it's from the counter or online – it is considered as a service moment. The moment itself includes several touchpoints, such as selecting the time, trip, seat and payment method and these touchpoints didn't count the touchpoints of actual social interaction with possible customer servant. The touchpoints allow to formulate each service moment as desired and to meet with the customers' needs and expectations (Innokylä 2013, cited 26.2.2014). With this knowledge an experience of using the service is formed.

The touchpoints and service moments are the building blocks of the service path and customer experience. The path forms value-generating service for the customers. How the service path is formed, is affected by the customer's own choices and the service provider decisions on how the organization has appointed the production process. The path describes what the customer is experiencing throughout the service and how she or he is experiencing the interface. It also includes pre and post-service stages in addition the actual service. (Innokylä 2013, cited 26.2.2014.)

Service is progressive process in time that consists of several consecutive service sessions. Service path forms a value-generating service package to the customer (Koivisto 2011, 49). Both the service provider's production process and customer's own choices influence the formation of service path. In service design the service path and service moments can be identified from the existing service, so that the service's structure can be more comprehensible and formed so that it can be viewed critically. The service path can also be extended from the beginning or from the end, or perhaps service moments need to be added in the middle. Service moments that customers do not like or don't produce value to the service provider, should be get rid of. Often, however, a single service provider is unable to produce service to all customers' needs. For this reason the service path might identify services that are offered by other service providers. (Koivisto 2011, 50-51.)

Service path is also an excellent tool for concepting a completely new service, because it allows perceiving and concreting the service's production method, structure and the main stages even when the service doesn't exist yet. Perceiving service path can be a relevant method in designing

single transactions as well as designing the entire customer relationships. It can also be used to design the type of services offered to the customer over time by identifying the trajectory of needs. Identifying the customers' service path in a longer period of time it is possible for the company to provide proactive services to customers, so that the service fits the customers' changing life situations. (Koivisto 2011, 51.)

The service is examined visually and systematically in many methods. Each service is built by periods or episodes of series or series of partial services, which together generates value for the customer through well-working service. (Innokylä 2013, cited 26.2.2014.) It's necessary to remember that even though the service is designed for a certain production process, customers tend to form their unique service route. This is due to the fact that things can be done in many different ways and the service provider often needs to be flexible and able to offer customers several alternatives and channels along the service process. Service design only aims to outline the most common paths of service planning.

Based on the customer journey generated in the workshop with potential customers' viewpoints service blueprint was built. Its target is to visualize the service process and highlight critical areas that need attention. The service blueprint defined user actions and around it was gathered physical evidences, frontstage, backstage and support processes (Table 3). The service blueprint starts with customer searching for information and contacting and ends with reviewing the parties involved in the project implementation. Throughout the service path updates and maintenance is needed for the platform. In the Table 3, the service blueprint is visualized simply and the more precise one is presented in the appendix 1. All the user actions and the supporting functions are well presented and visualized in the blueprint (<http://canvanizer.com/canvas/ddWyoMORBss>).

Table 3 Me2we Finland Ltd.'s simple version of service

Physical evidence	Internet, schools, word of mouth, corporate video	Promo projects					Other communication tools	Feedback form
			Application form →					
	Internet, platform →							
User actions	Searching for information	Browsing through the site, first impression	Making a profile	Creating and finding a project Project conceptualization	Sending a proposal	Going through the proposals and selecting one	Making a contract	Review What are the minimum universal requirements?
Frontstage	Advertising; social media and courses	Service information, presenting the company	Profile information, portfolio? LinkedIn sync	Suggestions, consultation and service advisement	Project glossary and project information	Platform and project statistics	Negotiation space, communication tool	Statistics
Backstage	SEO, networking	Updating information	Offering right keywords to define talents and making sure they're consistent	Projects and talents find each other, use of keywords	Service advisement	Making sure right people match up	Making sure legal terms apply and generate successful contracts	Optimizing the reviews and building sustainable relationships
Support processes			Matching parties	Guided process/wizard	Crowdsourcing	Crowdsourcing		Universal grading scale
	Site functionality and communication →							

A lot of effort has been put into advertising and there is no doubt why it will not work out for the best. The first critical point that arose in the service blueprint was the first impression. It obviously serves the company customer segment very well, but does it the same for other segments? In the eyes of a visitor in the website, it addresses very clearly its pursue to serve companies and their internationalization needs and this might send others away if they're not already familiar with the service. Also service blueprint brought out the need for a complex communication tool in terms of support processes. Another critical point is finding a project and leaving the proposal for it. Concepting the project is essential and defines basically the success of the whole business idea. Guided process needs to be able to create projects that don't leave too much under assumptions and all the participators know what they're getting into and what they are getting at least. This part of the service process need exceptional attention and needs a lot from the backstage and support process part of the service blueprint. At the end of the service path, reviewing raised questions in the workshop.

Site functionality is the basis for the business to work. Support services have to be prepared for functionality problems. Client companies' payment transactions were not traversed and for that there is not really much to say about it. In which part of the customer journey does the company have to pay for the service and will there be following payments once the process proceed? The company should offer reliable and diverse payment possibilities that will be a smooth process without redundant interruptions. If the client company pays for the usage of the service and depending on how many talent profiles it wants to 'open up', there should be a credit account that would bill the client company monthly or do a cover reservation on the company's payment card. This way there would be a lower threshold to find out more about the talents' profiles without needing to deal with payment details in that moment.

The customer journey was demonstrated in service moments, because specific touchpoints were not available (appendix 6). Every touchpoint and service moment has risks, but this thesis highlighted the most critical points that could affect widely to the whole service process. The more detailed results of the service blueprint are mentioned in the chapter 6.

6 CONCLUSIONS

Service design development process in this thesis was based on the idea of using customers' touchpoints in perceiving the service process, as well as exploitation of supporting the digital service through touchpoints. Information generated by using the methods were included in the development of the service process. Data was obtained from direct observation and it rendered customer experience of the service. Customer journey was described by creating a potential customer profile and from that point of view going through each step of the service path. After processing the customer journey the case company's activities were reflected to the customer journey using the service blueprint method.

Service design combines different schools of thought and branches of science to different entities. However it's fully up to the researcher how the selected methods and the knowledge from different branches and schools of thought are utilized. In this thesis the value was on the usability and ideas in concrete terms for the customer, especially from the students' point of view. This proved to be important, the ideas and conversations raised showed that the service in question is needed and that customer's point of view is very valuable for the case company's profitability. Wide-ranging review of the idea was important for service design thinking and for the modern design processes in general. Solely viewing from one aspect or through one method is usually not enough.

The research question of this thesis was: how service design can be exploited in case company's platform's customer experience from student point of view and what results can the researcher get by implementing service design methods to customer journey? The conclusions of the research are presented later in this chapter. Firstly the sub-questions of the thesis are presented and the answers will pave the way for the answer of actual research question.

What is service design and what are the stages of service design and what kind of methods can be used in getting customer understanding? Service design exploits the user as the centre of the design process and it aims to produce the most positive customer service experience imaginable. It focuses on organizing and planning components of service and seeks to produce a service ensemble, which is desirable and usable from the customer's perspective and at the same time efficient and recognizable from the provider's point of view. Ideal situation would be that the

service is customer oriented but also supports the financial needs of the organization. The service design methodologies' purpose is developing the design according to the needs of customers so that the service operates smoothly and is user-friendly, competitive and relevant (Service Design Network 2013, cited 13.1.2014). Service design exploits many different schools of thought and there are various methods. This research used a five-stage service design process that were discovering, concepting, designing, building and implementing. The thesis exploited the first two phases and rest of the process is left for the company to execute. Customer perspective plays an essential part in service design. The best way to bring out customer understanding is by involving customers in the service design development process. Identifying customer situations is used as a tool for segmentation, since many of the service needs has a direct link to the situation. Understanding the clients' situations at different levels is the basis for development and pooling the service offering. It is used to understand the factors that affect decision-making and who are the decision-makers.

As mentioned earlier, there are variable methods in service design that develops customer experience. All the different methods take customer perspective under observation. This research used several methods to bring out reliable conclusions from different resources. This way questionable features and processes arose more clearly in the case company's digital service. Workshop concentrated on building the customer point of view by asking the participants to fill out a potential customer's profile. In the workshop customer journey was gone through and its meaning was to find out journey's challenges and development areas. Observation was used as a method to collect the data. The workshop created a conversation-like environment where students' reactions and comments were observed. Funnel analysis was used as a supporting analyzing method to bring out problems in the customer service path. It recognizes any activity in the digital service's flow that would send the customer off track. Due to the platform not being ready yet, the case study didn't exploit funnel analysis' full potential. All these mentioned service design methods offered a comprehensive picture of the customer experience and a good idea of what are the case company's processes that either bring value to the customer or are unneeded.

Suitable tools of service design in developing Me2we Finland Ltd.'s digital service manifested many. Since the service process is digital and uses self-service to a large extent, the physical interaction with the customer is minimal. Thus the tools of service design in developing case company's platform concentrates on the platform's comprehensibility and factors that affect its appearance and usability. Value proposition canvas was the right choice to contemplate

customers' need and how the case company responds to them. Customer journey takes the perspective to the customer's side and possibly reveals something the company hasn't come to think of. The customer journey built in the workshop produces the needed material for service blueprint. It takes into consideration the customer service path and what processes the company deals with that are both visible and invisible for the customer, but either way play an important part in creating value for the customer. Service blueprint is an operational tool that defines the characteristics of the service interaction through customer's point of view. Service blueprint is based on graphical technique that displays the functions of process that are visible and non-visible to the customer. All contact points and the processes back-stage are aligned to the user experience. Blueprint gives a detailed visualization of the actions and processes, without considering the motivational and emotional sides of service interaction. It only provides just a partial representation of how the service works. The service blueprint makes the information more visual, which makes it more readable and more precise.

The specific features of the crowdsourcing-based digital service of the Me2we Finland Ltd. are distinctive. The platform provides a place for public institutions, companies and talents to cooperate and take part in projects. The platform connects doers with the project owners. The case company concentrates on defining and managing projects through crowdsourcing. The platform provides easily accessible multilingual and multicultural resources and a guided way to manage and create internationalization projects. One of the features in the platform is, that it matches talents and companies according to their project history and profile. It is a job application tool that concentrates on project-based working, which has come increasingly more common way of working. Below there are listed platform's features that have been listed also earlier in this research.

- For companies: HR services, project management and tendering tools
- For talents: jobs and job opportunities, job application tool
- For universities: real company cases to integrate to courses
- An international environment where all three customer segments can co-operate
- A worldwide international talent and project pool
- A platform to create and manage internationalization projects
- Internationalization opportunities for companies and international job opportunities for talents

- A way to integrate real company internationalization projects to university courses
- A channel for companies to reach university student. (Tuomela, P. 2014, cited 17.3.2014.)

Understanding of potential customer profile and the students' expectations regarding service provider's service in every stage of customer journey were created during the workshop. Potential customer profile was built in the workshop by participants filling out a customer profile that was created based on the information the platform needs about the potential customer. The customer profile consisted of questions regarding to talent's education, skills and interests. Also working methods and qualities they would like to bring out in their profile was asked. All potential customer profiles generated a student or a recently graduated unemployed with high degree education. They all had specific areas of expertise and interests. All the participators in the workshop were strongly influenced by Business Administration in Oulu University of Applied sciences, it brought out a business proficiency in the potential customer profile with interests and strengths in business areas. Also an active persona and a need for flexibility were features that arose quite clearly in the profile. It could be concluded that most talents work among projects as an ancillary to their main work or studies.

Students' point of views brought valuable aspect to case company's value proposition and business model canvas. The promises the case company gives to its customers can be better targeted and contemplated once the customer's expectations have been assessed. Reviewing pains and gains of the service helps to address the right value promises and helps to discover case company's current state and value.

Concepting is the second stage of service design process. It exploits the relationship with the customer through developing ideas and products with the customers. Workshop and brainstorming help to develop the service in a way that its usability is more relevant to the end-user. In this phase new alternative service concepts are created or new ideas implemented to the existing one. The workshop's meaning in this case study was to bring customer perspective to the platform and exploit the relationship customers have to the service. Participation of customers is highly important and using different kinds of development and design methods help to build the optimal and innovative service. In the researches opinion, the workshop and methods used brought a great deal of customer perspective and ideas that the case company necessarily hasn't thought of. Rest of the service design process is left for the case company to implement.

After creating the potential customer profile a question was asked about project working and the answers were based on the potential customer profile. The question mapped the challenges and opportunities of project-based working and what are the expectations talents look for from the client company providing the project. Possibilities of project-based working were the valuable experience it gains, it suits well to varying life situations, contacts and networking, possibility to explore, remote working and possibility to generate more work. On the other hand the challenges that arose were time management, finding the right people, talent's expertise, choosing the right project among many, stealing ideas and communication. Expectations from project working from talent's perspective were interesting projects, multiple projects available, clear ground rules, close communication and information sharing when parties are cooperating.

Customer journey found out the expectations students have regarding the service provider's service in all stages of the journey. The customer journey was presented in service moments. Since the platform hasn't been launched yet and the coding of the platform is still in progress the service moments weren't as well presented due to lack of material. At the beginning of the service path the participators brought out the necessity of search term advertising, since the case company is new and people might search for projects or companies by name. If the client company has a project in the platform, it could arise in search engines or by just looking up the client company's name or the word 'project'.

After entering the site customer explores the page and it should be designed to give good first impression, to be clear and easily understandable. The business idea is supposed to step forward and address all the customers in different segments. The first impression of the website is clearly addressed to companies. It shows that the case company invests a lot to companies and is confident that the talents will appear. The company should remember that it represents all three parties. From the talent's point of view, the website doesn't offer an impression that would show that it is targeted for them. This might send the talent away if it is not familiar with the service. The website shows three customer segments; institutions, companies and talents. These three circles could be designed so that once you take the indicator on it, it would open up more information about this specific customer segment. Also the word 'internationalization' is highlighted on the website and it sends a picture that it is what the company is targeting for. This is true, but other companies might retreat because they think it is all that this company is concentrated on.

On the customer journey creating the profile was hard to introduce since the platform wasn't yet able to provide comprehensive view of creating it. When creating the profile the information required is essential. The service makes it possible to link customers LinkedIn profile to the platform, but this requires that the customer has one. Otherwise all the information needs to be filled manually. Every stage of the customer journey has to be well guided since optimization and suggestions relies a lot on the information provided earlier. In this touchpoint also describing own skills and setting up the right keywords is what eventually will bring suggestions of projects suitable for customer's talents. Registration form should also underline information security and personal data act, so that the customer knows what the information given to the service is used for. Profile should also give some influence to the talent itself, with choosing a profile picture and giving a space to describe oneself. This would probably make the profile more attractive and addictive. Since the companies will be able to look into the talent's profile, the talent should be able to save some sort of portfolio of his or her earlier work. This way it will give a more clear view on whom the company would possibly be cooperating with.

The participators of the workshop, in this case the potential clients, pointed out that the service could enable talents to form teams to create proposals for projects by searching certain keywords. When browsing through projects, customers can't be all the time online, which is the reason the service should send a notification if an interesting projects is offered. Otherwise the talent might miss it. Crucial feature is how the project is presented and how the client company has defined it. Some freelancers and unemployed graduates might weigh the decision to participate in a project based on whether it will result in a long-term employment or just one time thing; hence this kind of feature in project assignment should be considered.

Leaving the proposal shouldn't be a very high level of commitment at the proposal stage. When the company is creating the project, the service uses a wizard to make it easier to form the right kind of project. When talents are creating a proposal, talents might have a need for additional information. The deadline time can't be far, and everyone is creating the proposal from the information given, thus it doesn't have the resources to create a very finished proposal. Talents might be concerned about how well the project proposal needs to be made so that the project will be selected from all the other proposals, but not too much information that the company would use the idea without hiring the talent.

Also the investment the talent gives to the project proposal might cost a lot for the talent and still not get selected. The same goes with the company; what if the proposals don't meet with the expectations and it has already spent money on it, or the client company has been unclear with the project it has created to the platform. If the client company has enough resources, it should be able to select more than one proposal to be implemented. In the workshop arose a conversation about whether there should be a possibility to send messages during the proposal phase, but the time and resources aren't enough for the company to answer everyone in time and everyone should be able to create a proposal from the information given, even though it might be inadequate. To speed up the process of going through the proposals, the service provider should offer an instruction of what kind of proposals, information and document formats should the client company require, so that the proposals would be easier to go through and be more alike. When the proposal to be implemented is selected by the client company, the case company could offer a place to go through with the negotiations in the platform. Also the fact that part of the talents are still students and they might not have experience in negotiations, case company should provide some sort of guide how to proceed and what to consider while negotiating so that the client company won't abuse the talent in terms of a bad contract.

After project being implemented and the assigned process is finished, all the partakers are reviewed, this meaning client company, talent and the service provider. Value scale in companies differ from each other, for some companies average performance might be considered as good and some companies on the other hand are very demanding on their project implementation. The evaluation form should be much specified and consist of several questions and sections that would form an ensemble. It came under discussion in the workshop, that should the platform have a communication tool that would allow participators to share thoughts and give feedback openly to projects, client companies and talents. A communication tool would generate publicity, help use media to spread information, it would also speed up marketing and be an addictive quality in the platform that people would follow.

The researcher also realized the importance of mobile services in today's customer behavior. A mobile and tablet version of the service would benefit a lot once the business has really kicked in and is up and running, because a lot of users travel and use Internet somewhere else than at home. It would make following updates easier. Institutions will have a big role in the beginning by advertising the service to students through courses that use case company's company projects. Later on when the case company has created a steady and wide customer base, it should sell

licenses to institutions for them to buy the service in order to use projects in courses. Also once the service is no longer available for talents free of charge, the case company should offer some sort of discount or bonus for inviting other talents to join the service. A wide range of business projects should be available in the service platform so that a large number of students will have a chance. Some kind of visibility to the students would be valuable, since qualifying of projects is very high.

In the workshop the main funnels from customer's point of view were the first impression of the service and leaving project proposal. When entering the website, customer explores the page and it should give good first impression, be clear and easily understandable. The business idea is suppose to step forward and address all the customers in different segments. The first impression of the website is very much addressed to companies. It shows that the case company invests a lot to companies and is confident that the talents will appear. From the talent's point of view, the website doesn't offer an impression that would show that it is targeted for them too. This might send the talent away if it is not familiar with the service.

In the project proposal phase, the specification of how finished the project proposal needs to be is not defined, in order for the company to select it, but not steal the idea. What is the factor that prevents companies from stealing project proposals from these talents? The need for conceptualizing the project is one of the most important factors in the platform's performance, because suggestions, matching and the content of the proposal rely on it. Many of the projects in the platform will be laborious so basically a large scale of talents will spend a lot of time in a project proposal that might not be even selected. When crowdsourcing is involved, there will be many proposals that will not get selected by the client company; hence the proposal cannot be a very high level of commitment at this point. When the company is creating the profile, the service uses a wizard to make it easier to form the right kind of project. The deadline time is not recommended to be far on and everyone is creating the proposal from the information given, thus talents do not have the resources to create a very finished proposal.

These were the funnels found most important in the customer's service experience. In the description of customer journey more thoughts and ideas are disclosed with more specific detail. These two funnels mentioned play an essential part in the service path and defines to large extent the outcomes of the entire service process. That is why they were highlighted in this funnel

analysis. The analysis was a great add for building the customer journey and made the problem areas to pop up more clearly.

Once the service blueprint was put together, the researcher realized it didn't have as much critical points as thought first. Of course every touchpoint of the service path has risks, but this considered only the most critical points that could affect widely to the whole service process. The first critical point that arose in the service blueprint was the first impression. It obviously serves the company customer segment very well, but does it the same for other segments? In the eyes of a visitor in the website, it addresses very clearly its pursue to serve companies and their internationalization needs and this might send others away if they're not already familiar with the service. Also service blueprint brought out the need for a complex communication tool in terms of support processes. Crowdsourcing offers a wide network and all the individuals will have a need to interact with each other and with the service provider. This creates a demand for a communication tool that still won't overcrowd the service traffic.

Another critical point is finding a project and leaving the proposal for it. Concepting the project is essential and defines basically the success of the whole business idea. Keywords define into a large extent who will the project be offered to. Letting the customer define their talents and needs for a project by setting keywords will turn out as a challenge unless there is a way to compartmentalize them effectively and match them up with each other. Guided process needs to be able to create projects that don't leave too much under assumptions and all the participators know what they're getting into and what they are getting at least. This part of the service process need exceptional attention and needs a lot from the backstage and support process part of the service blueprint. At the end of the service path, reviewing raised question and support processes need to create a universal grading scale in order for the reviews to be equal for all. Organizational culture, working principles and other cultural differences are unique and that's why the grading needs to be coherent.

7 DISCUSSION

The objective of this thesis was to explore the case company's platform by using service design methods as a development tool and bring customer perspective to the platform's functioning. The goal consisted building customer journey and service blueprint that would highlight customer's service experience. The thesis had a case study research strategy and qualitative analyzing method. The data collected in the workshop was analyzed using hermeneutic spiral of interpretive research. It is a spiral-like proceeding process that wanders back and forth between the data and theory in order to achieve a good result. It begins with describing the situation and continues with categorization. After that follows combining and it ends up with summary of the event and results.

Service design methods eventually generated value proposition canvas, customer journey canvas and service blueprint. Data was obtained from direct observation and it rendered customer experience of the service. During the workshop value proposition canvas was built by collecting participators thoughts about the service and project-based working. Funnel analysis supported the actual customer journey by observing if the service path has problem areas that would send the customer off track. Customer journey was described by creating a potential customer profile and from that point of view going through each step of the service path. After processing the customer journey the case company's activities were reflected to the customer journey using the service blueprint method to bring out critical points in case company's service process. Going through the customer journey made it possible to recognize problem areas and get customers' voices heard and thoughts concretized. During the process, service design in designing as well as a development tool in use became familiar and also customer-oriented design methods became familiar to the researcher.

Research made use of a five-stage service design process. The thesis explored first two stages and in order to finish it off, the case company needs to carry out the last three stages. The process started with discovering and researching into the organizations goals and its characteristics. Identifying the organization's vision, mission, culture and the existing services helps to set the premise for the following stages. Creating business model canvas and looking into management consulting implemented this stage. In order to discover the organization's current state, experiences from the end-users might come in handy. Customer's need and targets of value also needed to be discovered. The company has to know what the key indicators are that

affect decision-making. Hence this case study exploited customer journey canvas and value proposition canvas.

The service design process started out really well. The researcher found good resources easily to gather theory and received generous help from parties involved and from the supervisor. At the beginning of the thesis the data given by the case company was very comprehensive and helped the process advance smoothly. The researcher had to put a lot of effort into understanding service design, since she wasn't familiar with the context. Methods used in the thesis proved out to be successful in relation to the research objective. Time consumption was enormous and the scope of work was greater than required, but the subject itself was interesting to the researcher, which kept the job appealing.

The most difficult part of the research was the share of available information and cropping the work. New ideas and development opportunities emerged while the process proceeded. These unfortunately had to be cut due to schedule and resources. The empirical part brought practical difficulties. Companies' perspective was hard to bring out since it was hard for companies to devote time on participating the workshop, thus cropping the research changed by excluding companies' wider aspect and this aspect was only considered from the potential talents' point of view. The results generated from direct observation in the workshop were reliable because it considered researcher's influence in it and the participators represented well the target group. Gathering participants for the workshop was not easy. Even though company perspective was left out from the participators, getting students proved out to be difficult due to exam week and lack of a sweetener.

Data collection and analysis methods were reliable because it considered also the participation of researcher herself. Several methods and teachers' comments enhanced the reliability. Researcher was able to bring her own views into the process and her characteristics make her a potential customer. Also researcher received help from several sources who had experience in service design. Oulu University of Applied sciences has teachers that work among service design and they all offered their help in this project. Participators in the workshop also were familiar with marketing and even experts in service design took part in it. Teacher familiar with service design offered to review the workshop and give her opinion on it to back up the reliability of this research. Once planning the workshop started, researcher had to do a lot of changes into the original plan.

Company perspective had to be left out, since scheduling was scarce and companies did not see the value of participating even though there were potential targets.

Information about future studies suddenly speeded up the process, which affected widely on the result. Thesis had to get ready within a month, which required a lot of time management and re-thinking some plans. Also increase in researcher's daytime job reduced the time devoted to doing the research. Material had to be processed within two weeks. This thesis could be viewed from a larger extend if there were enough time. The data had potential to be more extensively analyzed, but limited time unfortunately took away this possibility.

Remotely communicating and working together with Me2we Finland Ltd. worked surprisingly well, even though the company is in a stage where the founders don't have a lot of spare time. The consequences showed in communication, getting updated information about the platform delayed and affected on the workshop a little. The reasons were understandable and still both sides were committed to the cooperation.

In the future, the company should proceed with this study and finish the following stages of service design process, in order to get the benefits of this research in practice. Also the development process should be continuous and customer perspective should be evaluated regularly. Updates are important when it comes to a digital service. The platform needs to be in constant development because digital services' life span these days are quite short without upgrading. Also customization of the platform to different cultural and geographical areas will be important once the service spreads to wider markets. Me2we Finland Ltd. seems to have an efficient and clear target for getting client companies, but it should also remember it represents also the other customer segments and consider them while operating. On the other hand, several co-operations with universities have proven the company's dedication in creating sustainable relationships with institutions. Also looking into the B2B relationships through customer experience would benefit the company and this could be the subject of a future thesis. This research only had business students' input in developing service path through service design. Other customer segments were considered on this research, but the focus was more on the talent's point of view.

The researcher is very satisfied with the progress and outcome of this research. It widened the understanding of service design, digital services among methods used and made it possible for

the researcher to follow closely the challenges, see the growth of the business and strong work ethic of a startup company. The researcher also feels that her research is important to the case company based on their anticipation of the outcome. Hopefully this research will be valuable to the case company and offer tools and viewpoints for future processes. This thesis brought contribution to others too, with new ways of collecting data and as an example of service design process applied to digital service.

REFERENCES

Arantola, H. & Simonen, K. 2009. Palvelemisestä palveluliiketoimintaan – Asiakasymmärrys palveluliiketoiminnan perustana. Tekesin katsaus 256/2009. Cited 7.4.2014
http://www.tekes.fi/Julkaisut/palvelemisesta_palveluliiketoimintaan.pdf.

Argillander, T., Kalli, S., Martikainen, V., Muikku, J. & Tuovinen, T. 2012. Digitaalisen jakelun ekosysteemit. Business Oulu. Cited 10.3.2014
http://www.businessoulu.com/media/tiedostot/ekosysteemi_selvitys.pdf.

Bhanu, B. 2013. Getting started with Flurry Analytics. Prackt Publishing. Cited 1.3.2014
<http://proquest.safaribooksonline.com.ezp.oamk.fi:2048/book/databases/business-intelligence/9781782177128>.

Business Model Foundry AG 2014. The value proposition canvas. Cited 15.4.2014
http://www.businessmodelgeneration.com/downloads/value_proposition_canvas.pdf

Canvanizer 2014. Cited 2.3.2014 <http://canvanizer.com>

Cronin, M. 2000. Unchained Value: The New Logic of Digital Business. Cited 1.3.2014
http://books.google.fi/books?hl=fi&lr=&id=GiGVPT8qbl0C&oi=fnd&pg=PR9&dq=five+elements+of+digital+value+chain+cronin&ots=Jukp5xzJvy&sig=KrcEv9q1HbpEGU2SXXKjpTMUnJZw&redir_esc=y#v=onepage&q=five%20elements%20of%20digital%20value%20chain%20cronin&f=false.

Daily Crowdsourcing 2014. What is Crowdsourcing? Cited 2.2.2014
<http://dailycrowdsourcing.com/training/crowdsourcing/what-is-crowdsourcing>.

Design Thinkers Group 2009. Cited 10.1.2014
http://www.slideshare.net/designthinkers/designthinkers-service-design-method?v=qqf1&b=&from_search=1.

Didner, P. 2014. How to build sustainable idea sourcing from your customers. Cited 2.2.2014
<http://dailycrowdsource.com/content/open-innovation/1407-how-to-build-a-sustainable-source-of-idea-sourcing-from-your-customers>.

DiViA. 2013. Digitaalisen markkinoinnin barometri. Cited 9.3.2014
<http://www.divia.fi/divia/sites/default/files/Digibarometri%202013.pdf>.

Erl, T. 2008. SOA: Principles of Service Design. Upper Saddle River, N.J.: Prentice Hall.

Hämeen ammattikorkeakoulu 2014. Laadullisen aineiston käsittely – tulkinalliset menetelmät.
Cited 27.4.2014
http://portal.hamk.fi/portal/pls/portal!/PORTAL.wwpob_page.show?_docname=9501673.PDF

Innokylä. 2014. Palvelupolku. Cited 26.2.2014 <https://www.innokyla.fi/web/malli111607>.

Jyväskylän ammattikorkeakoulu. 2009. Palvelumuotoilu tutuksi. Cited 26.2.2014
<http://www2.jamk.fi/~flash/palvelumuotoilu/fi/Main.html>.

Kananen, J. 2013. Case-tutkimus opinnäytetyönä. Jyväskylä: Jyväskylän ammattikorkeakoulu.

Kasvi, J. 2014. Kestävä kehitys, digitalisaatio ja yhdyskuntarakenne. Cited 13.1.2014
<http://www.slideshare.net/JyrkiKasvi/digitalisaatio-ja-kaupunkisuunnittelu>.

Koivisto, K. 2011. Palvelumuotoilun peruskäsitteet. In S. Miettinen. (ed.) Palvelumuotoilu: Uusia menetelmiä käyttäjätiedon hankintaan ja hyödyntämiseen. Helsinki: Teknologiatieto Teknova, 42–54.

Laakso, L. 2014. Vaihtoehto yt-rumballe ja lomautuksille: osaajapankki. Cited 15.1.2014
<http://www.kauppalehti.fi/etusivu/vaihtoehto+yt-rumballe+ja+lomautuksille+osaajapankki/201401603945>

Lehti, M., Rouvinen, P. & Ylä-Anttila, P. 2012. Suuri hämmennys: työ ja tuotanto digitaalisessa murroksessa. Helsinki: Taloustieto Oy.

Leino, A. 2010. Dialogin aika. Markkinoinnin & viestinnän digitaaliset mahdollisuudet. Porvoo: WS Bookwell.

Liikenne- ja viestintäministeriö, Yleinen osasto, Talousyksikkö. 2014. Liikenne ja viestintä 2018. Liikenne- ja viestintäministeriön hallinnonalan toiminta- ja taloussuunnitelma vuosille 2015 – 2018. Cited 5.3.2014 <http://www.lvm.fi/lvm-mahti-portlet/download?did=126189>.

Lusch, R. & Vargo, S. 2012. The forum on markets and marketing (FMM): Advancing service-dominant logic. Cited 20.3.2014
http://sdlogic.net/uploads/2/7/3/5/2735531/the_forum_on_markets_and_marketing_fmm_advancing_service-dominant_logic.pdf.

Lusch, R., O'Brien, M. & Vargo, S. 2007. Competing through service: Insights from service-dominant logic. Journal of Retailing. Cited 31.3.2014
<http://www.sdlogic.net/LuschVargoO'Brien2007.pdf>.

Moritz, S. 2005. Service design – Practical access to an evolving field. London: Köln International School of Design.

Metsä-Tokila, T. 2011. Liikkeenjohdon konsultointi. Toimialaraportti 2/2011. Työ- ja elinkeinoministeriö. Cited 10.2.2014
http://www.temtoimialapalvelu.fi/files/1325/Liikkeenjohdon_konsultointi_2011.web.pdf.

Me2we Finland Ltd. 2014. Cited 20.5.2014 <http://me2we.fi/web/>

Miettinen, S. 2013. Discussions on change, value and methods. In S. Miettinen, & A. Valtonen (eds) Service Design with Theory. Discussions on Change, value and methods. Vantaa: HansaBook, 6–10.

Mixpanel. 2009. Introduction to Analytics: Funnel Analysis. Cited 30.1.2014
<http://blog.mixpanel.com/2009/06/10/introduction-to-analytics-funnel-analysis/>

O'Brien, E. 2011. 5 principles of service design thinking. Cited 14.4.2014
<http://www.edobrienhr.com/hr/2011/05/5-principles-of-service-design-thinking.html>

Ojasalo, K. & Moilanen, T. & Ritalahti, J. 2009. Kehittämistyön menetelmät. Uudenlaista osaamista liiketoimintaan. Helsinki: WSOYpro Oy.

Palvelumuotoiluajattelua. 2013. Palvelumuotoiluprosessi. Cited: 13.1.2014
<http://www.palvelumuotoiluajattelua.fi/palvelumuotoiluprosessi/>

Risdon, C. 2013. Un-sucking the touchpoint. Cited: 25.2.2014
<http://www.adaptivepath.com/ideas/un-sucking-the-touchpoint/>

Schneider, J. & Stickdorn, M. 2011. This is service design thinking. Amsterdam: BIS Publishers.

Service Design Master. 2013. Defining the touchpoint. Cited 25.2.2014
<http://www.servicedesignmaster.com/defining-the-touchpoint.html>

Service Design Network. 2014. Current issue Touchpoint Vol. 5 No. 3. Cited 15.1.2014
<http://www.service-design-network.org/current-issue-touchpoint-vol-5-no-3/>.

Service Design Network. 2014. What is service design? Cited 13.1.2014 <http://www.service-design-network.org/intro/>.

Service Design Toolkit. 2014. Mitä on palvelumuotoilu? Cited 1.3.2014
http://sdt.fi/mita_palvelumuotoilu.html.

Service Design Tools. 2009. Tool Blueprint. Cited 15.1.2014
<http://www.servicedesigntools.org/tools/35>.

Service Design Tools. 2009. Tool Customer Journey Map. Cited 31.1.2014
<http://www.servicedesigntools.org/tools/8>

Skok, M. 2013. 4 steps to building a compelling value proposition. Cited 22.4.2014
<http://www.forbes.com/sites/michaelskok/2013/06/14/4-steps-to-building-a-compelling-value-proposition/>

Tuomela, P. 2014. Tekes-hakemus. CEO, Me2We Finland Oy. Sisäinen lähde. Cited 17.3.2014

Vijay, M. & Wind, J. 2001. Digital marketing: Global strategies from the world's leading experts. New York: Wiley. Cited 15.2.2014

<http://site.ebrary.com.ezp.oamk.fi:2048/lib/oamk/docDetail.action?docID=10001754&p00=digital%20marketing>

Virsta. 2014a. Havainnointi. Cited 7.4.2014 <https://www.stat.fi/virsta/tkeruu/03/01/>

Virsta. 2014b. Laadullisen ja määrällisen tutkimuksen erot. Cited 15.1.2014
<http://tilastokeskus.fi/virsta/tkeruu/01/07/>

Writing@CSU. 2014. Case studies. Cited 1.2.2014
<http://writing.colostate.edu/guides/guide.cfm?guideid=60>

Writing@CSU. 2014. Writing Guides. Cited 1.2.2014
<http://writing.colostate.edu/guides/page.cfm?pageid=1285>

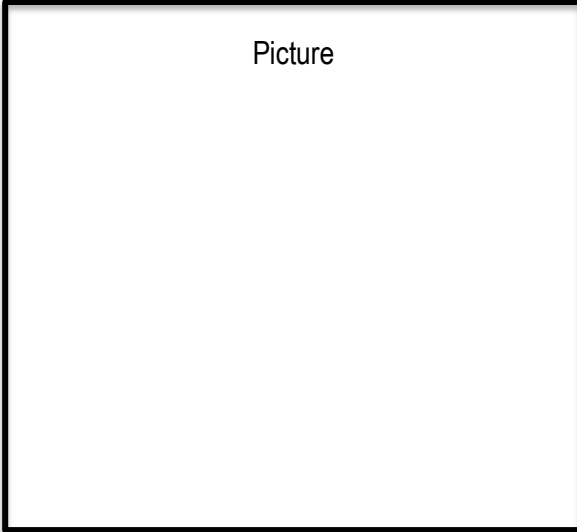
<http://canvanizer.com/canvas/ddWyoM0RBss>



<p>Advertisement/Public Relations</p> <p>Network / connections Advisory board, Finnish Family Firms Association etc.</p> <p>Demo projects</p> <p>Connecting institutions</p> <p>School intra?</p> <hr/> <p>Social Media</p> <p>Facebook/Twitter/LinkedIn</p> <hr/> <p>Word-of-mouth</p> <p>School projects Courses with concrete company projects</p>	<p>Service Journey</p> <p>Search Is it easy to find in search engines? SEO, social media, word of mouth, advertising, search term optimisation</p> <p>Enters the website Does it create interest? Easy to follow? Business idea is well displayed Website addressed to companies</p> <p>Creates a profile Are questions clear and topical? Easy to fill the form? What information should it have? LinkedIn profile sync Talent/Institution/Company Profile has own statistics (reviews, earnings, projects, and amount of proposals)</p> <p>Browsing through projects Is it well optimised to bring out the best projects for this particular talent? Projects suggested, ongoing projects, projects have keywords. Notification tool?</p> <p>Gives a proposal Is the information well introduced? How about the standards/requirements?</p> <p>Company announces whether they take the offer Meanwhile talent might give other proposals and these participations will show in the profile. Also accepted suggestions will build a CV Can the project create teams or the company select several proposals?</p>	<p>Customer Relationship Management</p> <p>Provide new projects and announce about them</p> <p>Platform offers a channel To continue working with the project and possibly create job relationships</p> <p>Advertise about upcoming services and news</p> <hr/> <p>Social Media</p> <p>Channel to do advertising</p> <hr/> <p>Word-of-mouth</p> <p>Gossip Talents, companies, schools and projects bring out publicity and spread the word about this new kind of service.</p>
<p>Past Experiences</p> <p>No past experience there haven't been any similar services</p> <p>Long time users are familiar with the process</p>	<p>Company and talent start working together They start contract negotiating and project implementation. Platform might offer the environment for negotiations.</p> <p>Review Parties get reviewed and CV is updated The average grade talent has, will be shown in the profile, what are the standards for grading? Experience will have an effect on what projects are advertised to the talent</p>	
<p>Expectations</p> <p>Large scale of projects</p> <p>High employment rate</p> <p>Easy to use</p> <p>Fast</p> <p>Clear ground rules</p> <p>Valuable experience</p>	<p>Experiences</p> <p>Easily guided process</p> <p>Uses wizard</p> <p>Pleasant appearance</p> <p>Profile and experience brings results</p> <p>Talents build connections and find jobs</p>	<p>Satisfaction/Dissatisfaction</p> <p>Satisfaction</p> <ul style="list-style-type: none"> - Successful project that produces employment and experience - All parties get what they came for - Reviews are good and companies show interested to talents - Schools have concrete company projects - Companies get easier way to manage projects and reaches their goals <p>Dissatisfaction</p> <ul style="list-style-type: none"> - Talents spend time on projects that are cancelled or they are not chosen to it - Companies spend time on going through the proposals that doesn't bring results - Bad experiences from the contracts between companies and talents

<p>Key Partners</p> <p>Advisory Board Institutions</p> <p>A wide network of connections to companies and professionals</p> <ul style="list-style-type: none"> - The Federation of Finnish Enterprises - Family Firms Associati - Junior Business Network - Junior Chamber International - Finncam - Student bodies - Colleges and Universities - Unions - Student Organizations - Mezzue Cooperative (doctors' billing) - Embassies <p>Similar organisations abroad</p>	<p>Key Activities</p> <p>Tendering tool for companies: HR services and project management</p> <p>Job application tool for talents</p> <p>Jobs and job opportunities, job application tool.</p> <p>For universities:</p> <ul style="list-style-type: none"> - Real company cases to integrate to courses - Brings pragmatic aspect on studies <p>Better targeted recruitment</p> <p>Companies get solutions to their projects instead of going through a long and expensive recruitment process</p> <p>Project management</p> <p>Case company also manages projects if the client company wishes so</p>	<p>Value Proposition</p> <p>An international environment</p> <p>An environment for all the three customer segments where they can cooperate</p> <p>A world wide international talent and project pool</p> <p>Talents can build a CV while studying</p> <p>A channel for companies to reach universities</p> <p>Project based working</p> <p>Components of it is increasing. Flexible way to "hire" talents and talents are looking for flexible work.</p> <p>A guided way to create and manage internationalization projects</p> <p>Offers domestic players multilingual, multicultural resources that are easily accessible</p> <p>Reduced costs</p> <p>Compared to other HR services or project management</p> <p>Crowdsourcing</p> <p>Newness, accessibility and convenience</p> <p>Social Impact</p> <p>We offer international experts a flexible way to find employment. Case company wants to offer them a chance</p>	<p>Key Resources</p> <p>Network</p> <p>Existing network and contacts</p> <p>Platform</p> <p>Matches talents and companies according to their project history and profile</p> <p>Knowledge and experience</p> <p>Internationalization, sales, marketing, IT architect, etc. and the help of the versatile advisory board</p> <p>Vision to create new solutions to solve projects</p> <p>Research of the changing environment and the demand for a business like this</p> <p>Crowdsourcing</p>	<p>Cost Structure</p> <p>Project costs</p> <p>Salaries, Travelling and contacting potential customers, Subcontractors, Marketing survey, Contracts and legal agreements</p> <p>Variable costs</p> <p>Ads and visibility</p> <p>Fixed costs</p> <p>Salary, taxes and rent</p>
<p>Customer Relationships</p> <p>Co-creation</p> <p>A relationship is created through the customer's direct input in the final outcome of the company's products/services</p> <p>Community</p> <p>Produces a scenario where knowledge can be shared and problems are solved between different participants</p> <p>Organization provides the tools needed for the customer to serve themselves easily and effectively.</p> <p>Co-operation with universities</p> <p>Already existing and more to come</p>	<p>Customer Segments</p> <p>Diversify and mass market</p> <p>A business serves multiple customer segments (companies, institutions and talents), with different needs and characteristics, but at the same time there are no specific qualities that these segments should have</p> <p>Companies</p> <p>SME and Start-ups around the world are the main target group</p> <p>Institutions</p> <p>Schools, governmental institutions, in particular interested in universities and colleges around the world</p> <p>Talents</p> <p>Students, recently graduated, unemployed or employed professionals</p>	<p>Channels</p> <p>Network</p> <p>Existing network and contacts</p> <p>Succeeded projects used in marketing</p> <p>Marketing with real customers and succeeded outcomes</p> <p>University courses</p> <p>Grapevine marketing</p> <p>Mezzue ambassador</p> <p>A local trainee, who tells mezzue activities in their school and spread the word among students, teachers and businesses</p>	<p>Revenue Streams</p> <p>Additional features within the tools</p> <p>Getting more information about talents, one needs to buy "credit" (improved search and matching)</p>	
<p>Project commission</p> <p>Creating a project to the platform costs</p>	<p>Consultation</p> <p>Usage Fee</p> <p>Money generated from the use of the platform</p>	<p>Project management services</p> <p>Third party advertisement</p> <p>Language and training courses</p>		

Customer profile



Picture

Name:

Age:

Education:

Interests:

Strengths:

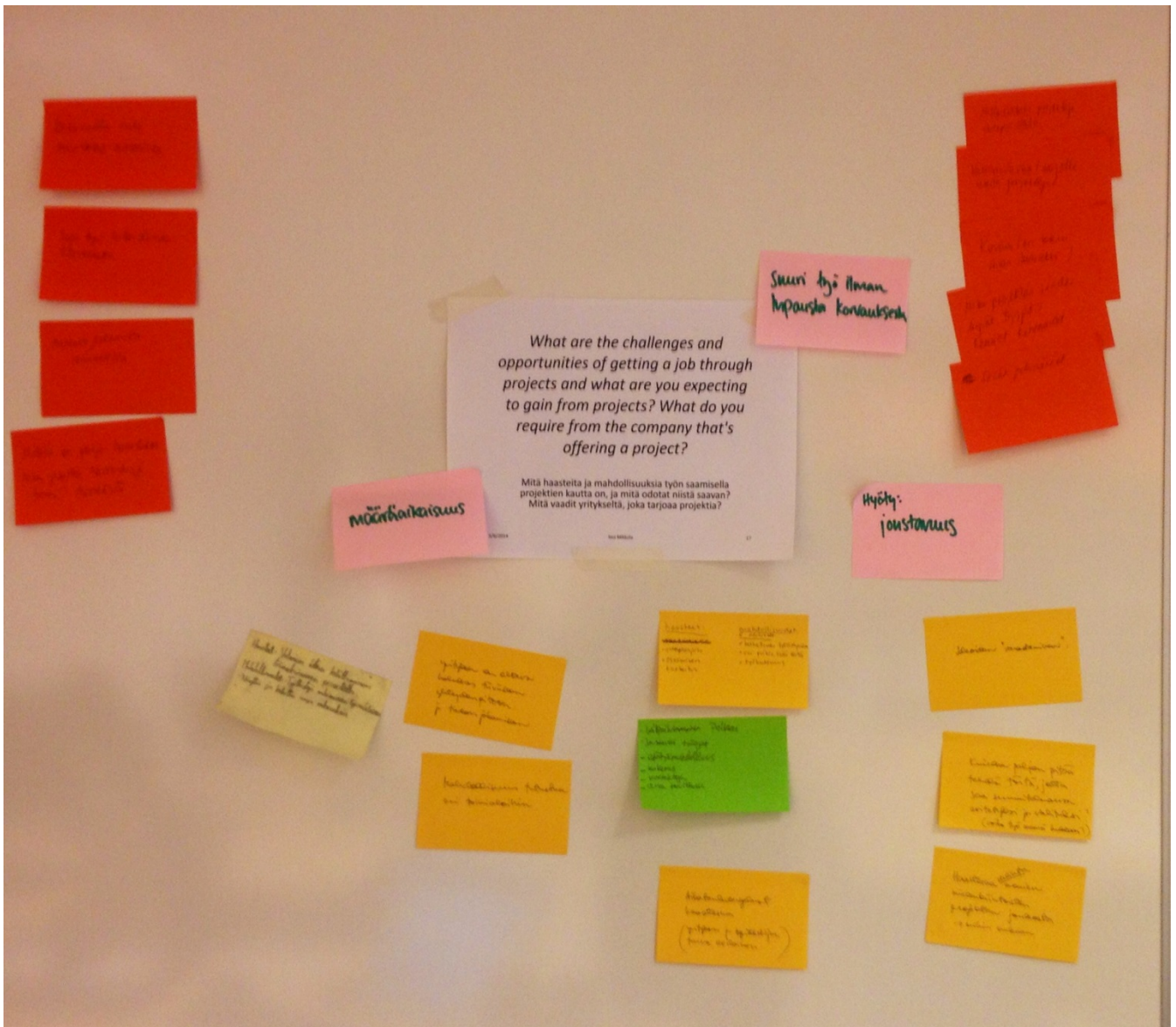
Work experience:

Sites you would like to link to me2we platform (social media etc.):

What are you looking for in a project?

Working hours:

Other qualities you would like to bring out:



1. SEARCH

SEO = Search engine optimization
 Social media
 Word of mouth
 Marketing/Publicity
 Is the site easy to find?



Google me2we

WELCOME TO ME2WE

me2we Go International!

2. CUSTOMER ENTERS THE SITE
WELCOME TO ME2WE

Go International!

- ✓ LOCAL LANGUAGE SKILLS
- ✓ LOCAL CULTURE KNOWLEDGE
- ✓ EXISTING CONTACTS
- ✓ EXPAND YOUR MARKET

Institutions Companies Talents

- First impression?
- Easy to follow? Easy to find what you're looking for?
- Is the idea highlighted?

Internationalization

me2we can help your company find the right talents for you with your global needs.

3. CREATING A PROFILE

Own profile is built
 LinkedIn profile sync
 Profiles are quite hidden
 What information should it have?
 Seen only by the company if it pays a fee

Join Me2we Now And Go International!
 Register to get access to our growing network and start a project or jobs.



Rekisteröidy käyttäjäksi

Käyttäjätunnus *

Käyttäjänimi

Koko nimi

Anna sähköpostisi

Sähköpostiosoite *

Anna sähköpostiosoite

Mää

Paikall.

Salasana *

Anna salasana

Salasana uudelleen *

Anna salasana

Rekisteröidy

4. OWN PROFILE

Own statistics (reviews, earnings, projects, and amount of proposals)

- Proposed projects
- Own proposals and their status
- Teams

Project Glossary

- Draft, active, in review, ongoing, passed, cancelled

- JOINED me2we: 30.05.2014
- AMOUNT EARNED: 2500 € from 3 completed projects
- PROPOSALS: 10 sent
- PROJECTS: Participate in 8 projects
- REVIEWS: ★★★★★ (2) Reviews
- CANCELLED: Cancelled projects are cancelled projects due to inability to find suitable talent or failed implementation

TALENT'S PROPOSALS

Draft proposals: 0

The talent has no draft proposals.

Sent proposals: 2

Proposals In-review: 2

Accepted proposals / Projects: 0

Rejected proposals: 0

Ongoing projects: 0



me2we Projects


5. BROWSING THROUGH PROJECTS

Active and previous projects in the me2we service.


Projects suggested

Ongoing projects


Projects have keywords




OSET OY



LAITOSJALKINE OY



RITAN HERKKU



PERHEYR

6. LEAVES A PROPOSAL

Is the information well introduced? How about the standard requirements?

PROJECT GLOSSARY

- NEED:** The actual need for the project. Should answer the question "Why is a project needed?"
- GOAL:** What the company is hoping to achieve with this project. "What is your business? What are the OBJECTIVES and RESULTS of this project?". Remember to include sub-objectives.
- BUDGET:** The budget range specifies how much the company is willing to pay to the talent. The proposal should have a fair asking price in this range.
- DEADLINE:** The deadline specifies the last date proposals are accepted.

Luo uusi ehdotus

Nimi

Arvo nimi

Numero

Arvo ehdotuksen nimi

Valitse projekti, johon ehdotus koskee

Project_1_0

Valitse ehdotus

Talvessa ehdotus

Lähetä ehdotus arvioitavaksi

PROPOSALS

- PROPOSALS:** There are 4 proposals sent to this project.
- DEADLINE:** It only has 28 days left until the deadline.

7. WAITING FOR THE RESULTS

Meanwhile talent might give other proposals and these participations will show in the profile

Accepted suggestions will build a CV

TALENT'S PROPOSALS

- Draft proposals : 0
- The talent has no draft proposals.
- + Sent proposals : 2
- + Proposals in-review : 2
- + Accepted proposals / Projects : 0
- + Rejected proposals : 0
- + Ongoing projects : 0



8. CHOICE HAS BEEN DONE

Company announces who it is going to implement the project with

Company is able to look up the talent's profile if it is interested, though it has to pay a fee

9. TALENT AND COMPANY CONNECT



They make a contract
It's between the two parties
to arrange rest of the project
Platform might offer the
environment for negotiations
Agreeing payment

REVIEW AND CV

Talent gets reviewed by the organization

The average grade talent has, will be shown in the profile

Also project glossary will show talent's results

Will build up the CV

Experience will have an effect on what projects are advertised to the talent

Will this be one time thing or a long time employment?



COMPANY CREATES A PROFILE

Are the information here enough?
Company's LinkedIn profile

Luo uusi yritys

Yrityksen nimi

Kuvaus

Tietokanta

Avoinnust

COMPANY CREATES A PROJECT

Here is intended to create a controlled process (wizard), that guides to create the right kind of project

Luo uusi projekti

Nimi

Tarve

Tavoite

Avoinnust

Ehdotuksen valmistajan jättöpäivä

Osoitella

COMPANY GOES THROUGH THE PROPOSALS

It is a large process if there are lots of proposals
Time consuming

Is the process made more easy than compared to going through different job applications and interviews?



Osallistu uuden yrityksen sovellusalustan kehittämiseen!

Kohdeyritys tarjoaa eri yritysten projekteja opiskelijoilla mahdollisuutena löytää töitä ja saada työkokemusta sovelluksen kautta. Opinnäytetyön osana opiskelijoiden osallistumista tarvitaan palvelun kehittämiseksi. Työpajassa käydään läpi sovellusalustan palvelupolku ja sinun ideasi ja ajatuksesi kerätään, jotta saisimme palvelusta entistä paremman!

Samalla pääset tutustumaan tähän uudenlaiseen rekrytointisovellukseen, joka tulevaisuudessa tuo kokemusta ja extraa ansioluettelosi. Ilmoittaudu mahdollisimman pian, jotta pääset mukaan!

A116, 5.5.2014

Ilmoittautuminen Iina Mikkola: k0miii00@students.oamk.fi

.....

Take part in developing a startup company's platform!

A new startup company offers companies' projects for students as an opportunity to find employment and job experience through a platform. As a part of a thesis, students are needed in order to develop the service. The workshop consists of going through the service path and your ideas and thoughts are collected in order to make the service even better!

At the same time we offer the opportunity to get to know this new kind of recruitment platform that also brings you experience and gives extra for you CV. Sign up ASAP, so you'll get to participate!

A116, 5.5.2014

Enroll to Iina Mikkola: k0miii00@students.oamk.fi